UNDP Project Document

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Strengthening the conservation role of Togo's national System of Protected Areas (PA)

Brief description

Following socio-political upheaval in the country in the 1990s and the near-total withdrawal of international development cooperation, Togo's PA system, along with much of the country's infrastructure, has fallen into severe decline. National Parks and Reserves are poorly managed, there is no overall strategy for PA management, legal and policy frameworks are inadequate, resources very limited and staff lacks the means, training and motivation to do their jobs. In the Oti-Mandouri Faunal Reserve and adjacent Kéran National Park, the boundaries of the PAs are not respected and local communities have invaded, installing crops, livestock pasture and villages and devastating habitats through unsustainable exploitation (bushfires, fuelwood and charcoal production, hunting). Conflicts between wildlife, farmers and herders are increasing, exacerbated by additional pressure from transhumant people and livestock and climate change. The once rich fauna of these two PA, which together form the Oti-Kéran-Mandouri (OKM) Complex (site focus of the Project), has largely disappeared. This threatens biodiversity on a regional ecosystem scale, as the sites form part of traditional elephant and other large mammal migration corridors. Urgent GEF support is critical to reversing this situation before it is too late, by re-establishing a functional OKM Complex PA, supporting adjacent communities to start sustainable natural resource management and alternative income-generating activities (including ecotourism once habitats and some fauna are restored), to re-establish a functional national PA system in Togo and to secure the regional ecosystem links with neighboring countries to allow faunal migration and repopulation of the OKM Complex by wildlife.

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Acronyms

AGP	Accord Global Politique
ANCR-GEM	Autoévaluation Nationale des Capacités à Renforcer pour la Gestion de l'Environnement Mondial
ANGE	Agence Nationale de Gestion de l'Environnement
APRODECT	Appui au Processus de Décentralisation au Togo
AVGAP	Association Villageoise de Gestion participative des Aires Protégées
CARTO	Centre d'Animation Rurale Tambimong Ogaro
CBD	Convention of Biological Diversity
CNDD	Commission Nationale de Développement Durable
CSO	Civil Society Organization
CTA	Chief Technical Adviser
CVD	Comité Villageois de Développement
DFC	Direction de la Faune et de la Chasse
EIA	Environmental Impact Assessment
EU	European Union
FAO	Food and Agriculture Organization
FFW	Foundation Franz Weber
FSP	Fonds de Solidarité Prioritaire
GEF	Global Environment Facility
GIS	Geographic Information System
HQ	Headquarter
IBA	Important Bird Area
IFAD	International Fund for Agriculture Development
IFDC	International soil Fertility and agriculture Development Centre
IMF	International Monetary Fund
INADES	Institut Africain pour le Développement Economique et social
IRD	Institut de Recherche pour le Développement
IUCN	International Union for the Conservation of Nature
KFW	Kreditanstalt fuer Wiederaufbau
MAEP	Ministère d'Agriculture, de l'Elevage et de la Pêche
MATDCL	Ministère d'administration Territoriale, de Décentralisation et des Collectivités Locales
MEA	Multilateral Environment Agreements
MERF	Ministère de l'Environnement et des Ressources Forestières
NBSAP	National Biodiversity Strategy and Action Plan
NGO	Non Governmental Organization
NP	National Park
NPC	National Project Coordinator
NRM	Natural Resources Management
MDG	Millennium Development Goals

METT	Management Effectiveness Tracking Tool
MIKE	Monitoring the Illegal Killing of Elephants
MOU	Memorandum of Understanding
NRM	Natural Resource Management
NTFP	Non Timber Forest Products
ODA	Overseas Development Aid
OKM	Oti-Kéran-Mandouri
PA	Protected Area
PAFN	Programme d'Aménagement Forestier National
PAPACO	Programme des Aires Protégées de l'Afrique Centrale et de l'Afrique de l'Ouest
PDC	Projet de Développement Communautaire
PES	Payment for Ecosystem Services
PIT	Plan d'Intégration Territoriale
PMU	Project Management Unit
PNADE	Programme National d'Actions Décentralisées de gestion de l'Environnement
PNAE	Plan National d'Action pour l'Environnement
PNE	Politique Nationale de l'Environnement
PNIASA	Programme National d'Investissement Agricole et de Sécurité Alimentaire
PNGE	Plan National de Gestion de l'Environnement
PPG	Project Preparation Grant
PRCGE	Programme de Renforcement des capacités pour la gestion de l'Environnement
PRCJI	Projet de Renforcement des Capacités Juridiques et Institutionnelles
PRSP	Poverty Reduction Strategy Paper
PSC	Project Steering Committee
RAFIA	Recherche, Appui et Formation aux Initiatives d'Auto-développement
RIPIECSA	Recherche Interdisciplinaire et Participative sur les Interactions entre les Ecosystèmes, le Climat et les Sociétés d'Afrique de l'Ouest
SCAC	Service de Coopération et d'Action Culturelle (France)
SO	Strategic Objective
SPANCBD	Stratégie et Plan d'Action pour la Conservation de la Diversité Biologique
TAC	Technical Advisory Committee
UAVGAP	Union des Associations de Gestion Participative des Aires Protégées
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Program
UNESCO	United Nations Educational, Scientific and Cultural Organization
WAP	National Parks W, Arly et Pendjari
WB	World Bank
WIWO	Working group. International Waterbird and Wetland Research

SECTION I: Elaboration of the Narrative

PART I: Situation Analysis

CONTEXT AND GLOBAL SIGNIFICANCE

Environmental context

1. Although it has a limited land surface (54,385 sq km), Togo is an important storehouse of biodiversity and harbors a range of ecosystems including savannahs in the north, tropical rain forests in the southwest, mangroves and rich coastal and marine ecosystems in the coastal belt. Togo's forests comprise part of the Guinean forests biome of West Africa – one of 34 Biodiversity Hotspots, as classified by Conservation International. Togo lies within the Dahomey gap, which has a distinct bio-geography within the Guinean Forests biome as compared to neighboring areas. The Sudanese Savannahs in the northern part of the country are part of the most vast and important eco - geographical regions for migration of West African Elephants *(Loxodonta africana)* and other rare species. There are 3,085 species of higher plants in Togo, 196 species of mammals, 708 species of birds, 107 of reptiles, 10 of amphibians, of which three are endemic, 82 species of fish and 1,300 species of insects. Togo registers 43 entries in IUCN's Red List of threatened species. There is one endemic plant, *Phyllanthus rouxii* (Euphorbiaceae), which only occurs in the hills north of Bassar. As for faunal species, Togo once harbored several of Africa's emblematic mammals, including the chimpanzee, the red-bellied monkey, the Diana monkey, the lion and the African wild dog; but today their occurrence in the country is doubtful.

2. The ecological complex covered by the proposed project concerns the northern flat plains of the region 'Les Savanes'. They are characterized by a hot, dry climate with a rainy season June - October and a dry season November - May, with an average of 6-7 dry months. Total rainfall is between 800 and 1000 mm. Temperatures vary between 17 and 39 °C during the dry season and between 22 and 34 °C during the rainy season. The predominant vegetation is Sudanese Savannah, with some dry forest patches and gallery forests along the rivers. Oti river basin and in the South the basin of the Koumongou river form flat plains containing important wetlands. These large wetlands of the Oti River (Pendjari River in Benin) and its tributaries present important biotopes for birds (internationally recognized IBA site for savannah and forest biome species) and justify the inscription of Oti-Kéran (1997) and Oti-Mandouri (2007) to the list of RAMSAR sites. Additionally, several of the protected areas in northern Togo, including the proposed project zone, are part of a trans- boundary Elephant and other large mammal migration corridor. A key component of this consists of the W-Arly-Pendjari (WAP) complex (Burkina, Benin, Niger) and the PAs of Togo's Oti-Kéran-Mandouri (OKM) complex. These PAs in Togo were linked to the WAP complex until the socio-political crisis which started in 1990. Intensive human encroachment from 1990, due to total loss of government authority, has lead to extreme decline of most of the PA attributes and functions, suspension of international cooperation and isolation of the country and the OKM complex.

3. The originally riche fauna and flora of the Sudanese Savannah (326 flora species previously listed) is greatly impoverished. Recent inventory data on the fauna of the OKM complex are limited to an aerial survey carried out as part of the MIKE program in 2004. These data show extensive human encroachment into the PA and quasi absences of larger mammals. Biotopes are significantly transformed by human activities and this fragmentation can no longer assure faunal migration routes. The key species, the West African Elephant, today migrates only sporadically through the PAs of the OKM complex, most of the time creating conflicts with resident human populations in the PAs.

Protected area system: Current status and coverage

4. Togo's original PA estate (gazetted between 1939 and 1958) included 83 sites and covered, until the late 1980's, approximately 793,000 ha (or 14 % of the country's land surface). Of these, 628,000 ha were composed of large areas, i.e. national parks and wildlife reserves, and represented 11 % of the land surface. These reserves were designed for the protection of large mammal species, such as elephants, buffalo, hippopotamus, hartebeests, and antelope and were managed such that the diversity of flora and fauna were restored throughout the 1970s and 1980s. The period of social unrest, starting in 1990 led to local opposition to the institutions of the former government, including the system of parks and reserves. Exploitation of the forests and fauna, deforestation, overgrazing and development for agriculture and habitation reduced the integrity of the reserves to the point that many are protected in name only and some are occupied and beyond rehabilitation. Other estates were converted through decisions made by the State, e.g. turning them into forest plantations. Today, the 'nominal' network of PAs no longer consists of intact habitats. From a land-use point of view, Togo's PA network displays today a largely heterogeneous collection of sites and includes anything from settlements, reforested areas and areas otherwise exploited for non-conservation purposes (e.g. farming, exotic tree plantations, extraction of hardwood, utility wood, firewood, hunting and tourism), but also some areas that are being actively conserved, although under challenging conditions.

5. Since 1999, Togo has been attempting to restore the remaining viable PAs in a way that balances the need for protecting biodiversity with the needs of the local populations. This rationalization exercise[1] has structured the original 83 PAs into five groups: *(a)* areas converted beyond rehabilitation, where the original ecosystem has been substituted by agricultural land, pasture, urban or semi-urban settlements (18 sites); *(b)* areas essentially comprised of highly degraded natural vegetation, also beyond rehabilitation (6 sites); *(c)* areas that are partially composed of productive forestry developments and partially of highly degraded natural vegetation that are difficult and costly to restore (9 sites); *(d)* mixed areas that include both natural and exotic vegetation with a high regeneration potential, which could justify restoration and conservation activities (48 sites); *(e)* and lastly fetish forests (2 sites). The two last groups (amounting to 50 sites with an approximate total area of 578,250 ha or 10% of the Togo's land surface) could *potentially* fulfill a conservation purpose, and offer an opportunity to revamp Togo's PA estate.

6. One recommendation of the initial PA rationalization exercise was that some areas beyond rehabilitation should be degazetted, while others were proposed to have their size reduced, although the legal dossiers for confirming the status of many of these areas are still pending. Another result of the PA system rationalization exercise is that ten priority PAs and 'PA mosaics'[2] (comprising 15 individual sites) were earmarked to constitute the core of a new national system of PAs (Table 1). Criteria for their selection included size, the feasibility of rehabilitating natural habitat within the areas and the overall ecosystem representation. Together, the revised hectarage the 'top ten' priority PAs/PA mosaics tally approximately 457,000 ha (or 58% of the notional PA estate in the 1980's). Also as part of the exercise, the government decided that the Fazao PA mosaic and Abdoulaye Faunal Reserve would be excluded from any further rationalization analysis because the management and control of these sites had been surrendered to non-governmental foreign operators. However the PA rationalization process has not been concluded nor is it taken to the next step, which requires the re-demarcation of priority PAs, an assessment of the conservation potential of the remaining 35 sites that could potentially be rehabilitated and serve a conservation purpose and the de-gazetting of the 33 areas that no longer serve any conservation purpose. The re-demarcation exercise has only been finalized for 6 priority PAs, excluding the Oti-Kéran National Park and the Oti-Mandouri faunal reserve (located adjacent to each other in the North of Togo). These two priority PAs form the Oti-Kéran-Mandouri (OKM) Complex, site level intervention zone of this proposed project. The process of requalification also supported the development

[1] Called "*requalification des forêts classées*" in Togo.
[2] By the term 'PA mosaic' it is implied adjacent areas, or at times overlapping, that form complexes of PAs.

of village based community associations (AVGAP in French) and networks (UAVGAP) to ensure the basis for development of participatory management models in the OKM complex and surrounding areas. The current status of Togo's PAs is presented in the following Table 1:

Table 1. Overview of Togo's Top Ten priority PAs and PA mosaic and total PA coverage

PA / PA MOSAIC NAME	PA TYPE(S)	ORIGINAL HECTARAGE (ha)	REVISED HECTARAGE (ha)	REMARKS
Fazao-Malfakassa/Anié	National Park / Forest Reserve	193,400	193,400	Managed by international NGO (FFW)
Abdoulaye	Faunal Reserve	30,000	30,000	Managed by international NGO (Société Togo-faune)
Oti-Kéran	National Park, RAMSAR site 1997, proposed MAB site	163,640	69,000	Revision ongoing, site of this project
Oti-Mandouri	Faunal Reserve, RAMSAR site 2007, proposed MAB site	147,840	110,000	Revision ongoing, site of this projet
Togodo South/North	Natural Resource Management Area / National Park	31,000	25,500	Revised 2002
Bayémé	Natural Resource Management Area	198	158	Revised 2005
Amou-Mono/ Tchilla-Monota	Natural Resource Management Area / Forest Reserve	32,100	26,400	Revised 2002
Alédjo	Faunal Reserve	765	765	revision ongoing
Lions' Den	National Park	1,650	1,650	
Assévé and Godjinmé	Small fetish forests adjacent to Lion's Den	10	10	
TOTAL PRIORITY PAs		**600,603**	**456,883**	
Other PAs	mixed	192,397	121,367	
Total		**793,000**	**578,250**	

Box 1. IUCN 2008 Studies in Togo

In 2008 IUCN carried out a number of studies on Togo's PAs, in particular in the Oti-Kéran and the Oti-Mandouri PAs, which effectively contributed to a better understanding of the status of these areas and the problems facing the national PA system.

While clearly exposing the challenges, the studies also pointed out to hope for solutions, if urgent and decisive action is taken to mitigate threats to the Togo's biodiversity, in particular the OKM Complex.

The studies included a Rapid Assessment and Prioritization of Protected Areas Management (RAPPAM) at the level of the system and the application of an abridged METT methodology for the two mentioned sites for measuring PA Management Effectiveness through Tracking Tools.

Reference: www.papaco.org/Nos%20evaluations.html

7. The Oti-Kéran National Park and the Oti-Mandouri Faunal Reserve, which together form the OKM complex, are representative of several of the key terrestrial ecosystems found in Togo (savannahs, forests, woodlands, wetlands). The OKM sites have undergone an initial rationalization exercise with the support of the EU STABEX COM and have benefited from a few (but limited) conservation initiatives spearheaded by IUCN. But the planned new participatory delimitation of the PAs was not finished during the project life (EU STABEX COM). Most of the other initiatives in the mentioned project aimed to assist the PA authority to re-establish a dialogue with riparian communities and to survey the zone's ecology. But since the end of the EU financed project very few measures have been implemented due to lack of financing. In particular, the absence of any action to develop alternative livelihoods for communities adjacent to the PAs hampers more sustainable management of the OKM complex. The current status of the two PAs of the OKM complex can be described as follows: (1) Oti-Kéran National Park: Bordering the East bank of the Oti and Kéran Rivers, vegetation swaths in the Oti-Kéran NP are dominated by degraded savannahs on a sheltered plateau that has been heavily grazed, as well as Sudanese Guinean savannahs dominated by *Mytragyna inermis* and *Andropogon gayanus*. There are also savannah forests dominated by *Pterocarpus erinaceus*. There are remarkable variations between the northern and southern

parts of the Park. The best conserved vegetation zones in the park are gallery forests along the banks of the Kéran River. As many as 536 plant species were identified in the park and a high diversity of wild birds (214 species identified), with Palearctic migratory birds among others. Wildlife (large mammals) can still be found in Kéran but sightings are rare. The Park is being reclassified because it was partially invaded early in the 1990s by residents, who had been initially evicted from the area by the State in the 1970s. The exercise of rationalization reduced the Park's surface to 69,000 ha. The remaining zones are still fragile because human settlements are omnipresent and cotton plantations and subsistence cultures are gradually encroaching land within it. Charcoal production and uncontrolled fishing are also on-going. The Park's central core area (close to the guard's post) and pieces of land that are less favorable for human activities are still in reasonable shape, but receive less conservation attention. The population living at the outskirts of the park is estimated at 60,000 inhabitants; (2) Oti-Mandouri faunal reserve: Spreading out from the banks of the Oti River, the dominant vegetation type of the Oti-Mandouri Reserve is savannah with extensive grass plains and acacia stands which are favorable to wildlife. The foliage is made up of tree, bush, and forest savannahs with gallery forests which abound in valuable forest species such as *Afzelia africana, Diospyros mespiliformis, Khaya senegalensis, Vitellaria paradoxa*, etc. Thanks to several natural pools and large watercourses, avifauna is still diversified and abundant, with migratory birds among others. As in the case of Oti-Kéran NP, the reserve has been invaded by both sedentary communities (villages with smallholdings, schools, dispensaries) and nomadic ones (transhumants). The majority of the people evicted, when the reserve was gazetted, have resettled, creating large cleared areas in the natural landscape. Efforts are on-going to create village management associations but encroachment in the protected areas has not completely stopped. It is estimated that 135,000 persons live in Oti.

Socio-economic context

8. Togo is among the least-developed countries in the World. On the UN Human Development Index it is ranked 159th out of 182 countries and 117th out of 135 countries for the Human Poverty Index. There has been no national population and housing census in Togo since 1981 but in 2008 the population was estimated at 5,598,000 inhabitants (53.1% female and 48.7% male). The population was estimated to be increasing at 2.4%, which is significantly higher than the average annual growth rate of 1.1% in the previous decade (1998-2008). The population is mostly rural (62%) but urban growth is faster than rural, at least in part due to significant rural-urban migration. Over 60% of the Togolese population lives below the poverty line; poverty is characterized not only in monetary terms but also as lack of access to basic needs such as health, education and jobs. Unemployment rates for the whole country are estimated between 25 and 33%. Poverty is principally a rural issue; for all of Togo, the incidence of poverty in rural areas is 74.3% and this accounts for 79.9% of the total poor in the country. In urban areas the overall incidence is 36.7% (accounting for 20.1% of the total poor population). Poverty and malnutrition are strongly correlated: 64.2% of the poor are under-nourished. The situation is probably worse than these statistics from 2006 suggest because of sharp rises in food prices in 2008 and floods in 2007 and 2008. It is estimated that poverty increased by more than 8.4% on average in 2008 because increases in household earnings were not enough to offset price increases. The regions with the highest rates of poverty are 'Les Savanes' (90.5%), 'Centrale' (77.7%) and 'La Kara' (75%); rural poverty is the highest in these regions and urban poverty in these regions is also higher than in other regions (over 60%, compared with 24.5% in entirely urban Lomé). The OKM complex lies within the regions of 'Les Savanes' and 'La Kara'. The prefectures it straddles are among the poorest in the regions: Kéran (80.5%) is 3rd poorest in la Kara; Oti (89.3%) is 3rd poorest in 'Les Savanes'; Kpendjal (96.5%) is the poorest prefecture in 'Les Savanes' and in the whole of Togo.

9. The main economic activities in rural areas are farming (crops and livestock) which occupy 70 to 80% of the active population. It is estimated that small-scale agriculture and permanent crops and pasture account for use of 57% of the total Togolese land area. There is great pressure for access to fertile land and the size of the average unit of exploitation nationally is less than 2 ha. This leads to over-exploitation

and degradation of soils and natural habitats, particularly with the impact of climate change leading to more erratic weather events (droughts and floods). Other rural activities include collection of fuelwood and non-woody products (fruits, medicinal plants, straw), charcoal manufacture and sale, hunting and fishing. International transhumance plays an important role especially in the northern parts of the country. All these activities result in over-exploitation of natural resources where human populations are concentrated and in marginal and vulnerable habitats in and around protected areas. Togo was in the past an exporter of cotton and coffee but declines in world prices for these commercial crops, coupled with the socio-political unrest in the country in the 1990s and the failure or delays on the part of the State to pay for cotton purchased from farmers in recent years, mean that producers now struggle to keep their businesses viable.

10. The proposed project area consists of three Prefectures, Oti, Kpendjal and Mango, mainly in the Region 'Les Savanes'. The main towns in the area of OKM are also the administrative centers of each Prefecture: Kanté (Kéran Prefecture), Mango (Oti Prefecture) and Mandouri (Kpendjal Prefecture). The population of Kéran is estimated at around 60,000 and in Oti at 135,000 people, many of them living in villages installed illegally inside the protected area. The communities living in and around Kéran are mainly from the following ethnic groups: Lamba, Temberman, Ngamgam, Gnande and Mossi; in the Oti area they are Tchokossi, Moba, Bissa, Berma and Gangan; in Kpendjal Préfecture, Gourmantché and Moba. They are principally farmers who seek out the most fertile areas for growing food and raising livestock. In addition, there are transhumant Peuhl cattle herders, who migrate in and out of the area every year along traditional international migration routes, as well as Haussa traders. Land use by residents in the region is based on a traditional system of ownership by local community groups who inherit land through common ancestry. Land use is thus based on the principle of private (collective) ownership but all forêts classées and protected areas are in fact owned by the State. The main economic activities of populations in the project zone are subsistence agriculture and fishing, livestock rearing and trade (especially in charcoal and fuelwood).

11. The invasion of PAs started in the 1990s due to socio-political unrest and poor leadership by government. This resulted in the installation of villages within core protected areas and a complete lack of respect for the legal status and purpose of PA s. A survey of villages within the boundaries of the OKM Complex in 1995 identified 54 villages and a total of 16,710 inhabitants, but the situation has almost certainly worsened since then. The invasions create many conflicts between the PA authorities, local communities and wildlife as well as severely threatening ecosystem integrity and biodiversity. This was the reason for the launch of the national PA 'requalification' process in 1999. In the project area, the process has not been finalized and it is critical now for the revised hectarage of Oti-Kéran (69,000 ha) and Oti-Mandouri (110,000 ha) to be confirmed and the boundaries agreed with local communities to avoid further conflict. The internal zoning proposed for the OKM complex attempts to resolve the management interests of local community groups, MERF and transhumant herders, but the complex land tenure system creates difficulties in implementation of land use and development plans. Following negotiations between the forestry authorities and local communities during the 'requalification' (i.e. rationalization) many villagers re-located voluntarily to the edges of the Park (for example the village of Ngambi next to Oti-Kéran). But since then it appears many have returned, in some cases with overt political and government support and the pressure to access land and water in the protected areas, the degradation of habitats and the loss of wildlife all threaten their conservation purpose. In addition, despite the attempts to carry out the process in the OKM Complex area in a properly consultative manner, with the formation of village committees (AVGAPs) and boundary negotiation, many communities, especially around Mandouri, are actively hostile to the whole concept of PAs and it will take much more negotiation and provision of real benefits to communities adjacent to PAs to achieve agreement on boundaries, zoning and land management.

12. There are many important cultural sites and references within or close to the OKM complex,

several of which relate to biodiversity and natural resources and which could form the basis for cultural and natural ecotourism development. The Togo mountains are a traditional site of ritual blessing of spirits for the Tamberma people and the Tata Tamberma castles (traditional architecture of the canton Nadjoba in Kéran Prefecture) were listed as a UNESCO Cultural Heritage site in 2004 under the name "Koutammakou, le pays des Batammariba". This cultural landscape extends over 50,000 ha, crossing the border into Benin and has become a cultural symbol for Togo. Throughout this area, cultural rituals and beliefs are very closely associated with nature and there are many examples of traditional conservation practices relating to local species. In the Koumongou sector (Kéran Prefecture) the crocodile *Crocodilus niloticus* is protected because it is believed to be a god and held sacred; regular ceremonies are held within Kéran National Park. The inhabitants of Pana, Tône Department, next to the OKM complex, worship the elephant, *Loxodonta africana*, as their ancestor.

13. Ecotourism was quite well-developed in the Oti-Kéran National Park before 1990. A South African company invested in tourism infrastructure (hotel, road, observation platforms etc.) and ecotourism created monthly revenues for PA management in the order of 50-60 million CFA ($100-120 K) in Oti-Kéran alone. At the time it was considered a regional model for PA ecotourism development and photographs still exist of herds of elephants and other key tourist attractions in the Park. Today the entire infrastructure is ruined and the ecotourism sector has not really restarted in the area of OKM after the long period of socio-political troubles. Very few regional tourists arrive from neighboring countries (WAP complex Niger, Burkina, Benin), but there are no adequate facilities or accommodation in Togo to encourage them to stay longer. The national Ministry of Tourism is concentrating its efforts in the Plateau Region and considers it necessary for management of PA s in the OKM Complex to be revitalized and for habitats and fauna to be re-established before ecotourism plans can be developed.

Institutional, Policy and Legislative context

14. Togo has a fairly comprehensive list of policy and legislative instruments for environmental management generally and for Protected Areas management specifically but there are important gaps in implementing texts and the country lacks the institutional capacity and resources, nationally and locally, to update and complete (where necessary) and implement these effectively. The Ministry of Environment and Forestry Resources (MERF), established in 1987, is responsible for management of the environment and natural resources, including Protected Areas (which are the remit of the Department of Fauna and Hunting (DFC) within MERF). Following the establishment of MERF in 1987, the Environment Code was adopted in 1988, and most of the Multilateral Environmental Agreements (MEAs) such as UN Conventions on Desertification, Climate Change and Biodiversity, CITES, Ramsar etc. were ratified, paving the way for international development support in the area of environment. The National Environmental Policy (PNE) was adopted in December 1998 and the accompanying National Action Plan for the Environment (PNAE) on 6 July 2001. The PNE requires the integration of environmental concerns into all national development strategies, programs and projects and endorses the strengthening of national capacity for environmental management. The PNAE is the reference text which assures cross-sectoral integration of environmental concerns into other policies and programs. It is translated into an operational plan in the form of the National Environmental Management Plan (PNGE). The first PNGE was elaborated in 2000 but has never been implemented and a new revised version has only just been adopted in 2010. Under the framework of the PNAE and in accordance with commitments under the CBD, Togo developed a National Strategy for Conservation and Sustainable Use of Biodiversity in 1993 and its operational National Plan (SPANCDB). The Plan includes programs for strengthening legal and institutional capacity (PRCJI) and adopts the principle of conservation and sustainable use of biological diversity as the basis for livelihoods and well-being, both current and future. Many elements of the Plan are cross-sectoral and they link to some extent to the Program of Work for Protected Areas (PwoAP). A new Framework Law on the Environment was adopted in May 2008, establishing the legal basis, under the national constitution, for all environmental management in Togo and enshrining the right of all

citizens to quality of life based on sustainable management of natural resources.

15. Other policies and strategies of particular relevance to management of natural resources include the government's Full Poverty Reduction Strategy Paper (F-PRSP), published in May 2009 with support from IMF. This includes priority areas and goals: "effectively managing natural resources, the environment and the living environment" under the second Pillar (Consolidation of the foundations of strong and sustainable growth) and "to improve local governance for effective participation of local organizations in the poverty reduction process" under the fourth Pillar (Reduction of regional imbalances and community development). The paper was prepared through a national and international participatory approach and the adoption of the Interim PRSP made a major contribution to the resumption of international cooperation in Togo which had virtually ceased after socio-political upheaval in the 1990s. The first Pillar of the F-PRSP relates to improved governance and administrative reform. The paper recognizes institutional weaknesses and includes an intention to formulate a national capacity building strategy and program with specific reference to the achievement of the MDGs for Togo. Following an assessment of progress on implementation of the MEAs and a Self-Evaluation of Capacity Building needed for Environmental Management, a National Capacity Building Strategy for Environmental Management was elaborated for 2008 to 2015, with support from UNDP-GEF (ANCR Project - Togo). In 2008 an EU-supported "National Program of Decentralized Environmental Actions" (PNADE) was elaborated with the goal of contributing to sustainable development in Togo through "strengthening and supporting the capacities of different actors to integrate environmental considerations into local development strategies and actions". The PNADE will start mid 2010 and advocates strongly the engagement of civil society in specific local development and environmental management action and will be a co-financing partner in this project. A national Program for Strengthening Capacity for Environmental Management (PRCGE) was published in December 2009, for implementation by government. Many of the component parts of the PRCGR are of direct relevance to achievement of this Project, particularly component 1: "strengthening of institutions, policies, strategies and instruments for environmental management". This includes national education/ awareness raising, improved monitoring, decentralized management of natural resources, improved legal, regulatory and institutional frameworks for environmental management and capacity building at all levels.

16. A coordinating National Agency for Environmental Management (ANGE) and a National Fund for the Environment are written into the Framework Law for the Environment, as well as a National Commission for Sustainable Development (CNDD) but none of these has been implemented. Other intended cross-sectoral integration mechanisms barely function; these include the National Committee for the Environment, Inter-Ministerial Commission on the Environment, and Prefecture Committees for Environmental Management and Protection, all established in 1995.

17. The recent wider environmental strategies and programs listed above all adopt the approach of greater involvement of civil society - local communities and local institutions - in environmental management at the local level. Simultaneously, with the adoption of the Law Relating to Decentralization and Local Autonomy in 2007, Togo is moving towards decentralized (devolved) control of land management. This legislation brings into force article 141 of the Constitution of October 14, 1992, which allows for the creation of local land management authorities at the level of communes, prefectures and regions. These new local land management authorities are given power and financial autonomy (under article 2 of the Law) as well as specific spheres of responsibility relating to natural resource management and environmental protection. This is a clear demonstration of political intent in favor of decentralized natural resource management but there is little implementation on the ground because enabling texts and regulations have yet to be defined and the suspension of international cooperation in the 1990s has greatly slowed the implementation of all environmental strategies. On top of this, the creation of new regional and Prefecture structures under this Law will add another layer of local management to an already complex national structure. There is a great need for improved harmonization and coordination of

responsibilities and working arrangements between Ministries. For decentralization to work in favor of environmental protection and management it will be essential for this to be achieved between MERF and the Ministry of Planning and Local Development (MATDCL).

18. The adoption of the new Framework Law on the Environment and the Forestry Code (both in 2008) sets the legal foundation for partnerships between the central State, local government and civil society (including communities), with a mandate for the sustainable management of Togo's natural resources. In addition, several useful decrees relate to EIAs, the "requalification" of the whole PA estate in Togo, and the management of access (including fees which can be levied for entry into PAs). However, many of these instruments still lack legal texts and the mechanisms and capacity on the ground are also insufficient to assure their effective implementation. The requalification process for all national PAs, begun in 1999 with EU funding, has never been completed, with the result that the legal status and boundaries of several PAs are not clear, there is no national strategic framework for managing the rationalized PA estate and no progress has been made at site level on development of management plans and improved management. In the OKM Complex, a start was made on defining the boundaries of the Oti-Mandouri Faunal Reserve, in collaboration with adjacent communities, but this was never completed. The Reserve has never been fully, formally gazetted and its PA status and boundaries are largely ignored at the local level.

19. The institutional bases for implementation of environmental management in Togo, nationally and locally, are very weak. The principal weaknesses relate to the lack of a global vision and understanding, across all sectors, of the need for sound environmental and natural resource management as the basis of national socio-economic development (sustainable development). There is very little synergy or effective cross-sectoral integration of policies and programs which have an impact on environmental management (environment, forestry, agriculture, water, tourism etc.). Even within Ministries and Directorates, there is little effective integration and collaboration, especially on the ground at regional and departmental levels, and often confused or overlapping responsibilities. Within MERF, the Directorate responsible for management within Protected Areas (DFC) is different from the one responsible for land management immediately surrounding Protected Areas (Regional and Departmental Directorates reporting directly to the Secretary General of MERF). Clear mechanisms for agreeing and integrating actions on the ground and devolving responsibility to appropriate levels do not exist, leading to staff frustrations, demotivation and inaction. Because Oti-Mandouri is not legally gazetted, it has no dedicated PA staff and is managed on an ad hoc basis by a very few staff at the Departmental Directorate of MERF. Immediately adjacent, at Oti-Kéran National Park, there is a Park Conservator and an excess of PA staff managed from the level of the DFC in Lomé but who do not have the means (transport/ materials, training) to do their job. The capacity for environmental management within MERF and other relevant Ministries is very weak in relation to lack of basic materials, financial resources, levels of appropriate staff training and development, levels of staff responsibility and motivation, team working, research and information handling (e.g. On species, habitats, land use in and around PAs). There is a culture of "boxed-in" thinking and territoriality rather than collaboration and partnership working.

20. Civil society structures and capacity are also weak in Togo, with a few notable exceptions, and there is only a very weak culture of joint working between government and civil society, especially at local level. Nationally, there are networks of NGOs and one or two individual NGOs with the capacity, experience and international networks to obtain funding, manage projects and contribute to engaging local NGOs and individuals in community natural resource management. There are four private sector consultancies in Lomé with environmental remits and individual experts and groups at the University of Lomé and other research institutions, with capacity to support the project. At local level, there are village development committees (CVDs) and, as part of the national program of requalification of protected areas, 60 local village associations for participatory protected area management (AVGAP) were created and organized in 8 unions (UAVGAP). These are still in existence on the ground and those in the area of

the OKM Complex have participated in formulation of the Project and will be the forum for development of models for participatory natural resource management by adjacent communities during the project. But they have neither received the training nor the funding (from collection of PA taxes) that was originally envisaged to support their establishment as effective community-level structures to support PA management. In some areas around Oti-Mandouri even AVGAPs are seen as agents of the State and mistrusted, especially since they are perceived as not having delivered any real local benefits to communities.

21. An analysis of capacity building requirements was undertaken during the PPG, and the results are incorporated in this proposal. Annex 4 provides an analysis of national capacities for PA management through UNDP's Capacity Development Scorecard. Annex 3 provides a summary analysis of PA Finance through UNDP's Financial Sustainability Scorecard (See Annex 2 for the complete Scorecard). Individual NGOs of most relevance to project implementation were assessed according to the UNDP Civil Society Organization scorecard and the results are given in Annex 5.

THREATS, ROOT CAUSES AND IMPACTS

22. A variety of natural and especially anthropogenic factors threaten Togo's savannah and wetland biodiversity and ecosystems through impacts including degradation and decline of habitats and direct reduction of species. The main threats and pressures fall into the following three categories, outlined below. The threats, their impacts and root causes are presented in greater detail in Annex 6.

i) Conversion of habitats/ ecosystems and land use impacts

Incursion of villages, cleared areas and farms into protected areas**:** There is huge human pressure on land in the proposed project area, particularly close to the rivers Oti, Koumongou and their tributaries, where the land is most fertile and access to water for people and domestic animals is easiest. These areas are also attractive to wild resident and migrating fauna and transhumant herders. Impacts include direct competition and conflict between wild animals, farmers and herders, for space and grazing; disturbance to wildlife (with the complete absence of large and small mammal fauna in most areas); loss of biodiversity (including local extinction of species) and loss of ecosystem integrity and degradation of habitats (soils, natural vegetation, erosion in and around seasonal lakes and marshes and permanent watercourses). The lack of any effective land use planning, the complete breakdown of respect for protected areas and absence of enforcement of the legislation which exists to regulate exploitation (e.g. transhumance) means that all these activities are being pursued in uncoordinated and unsustainable ways which damage the environment and threaten the natural resource base which is essential for people and wildlife.

Fragmentation: The incursions from all sides of villages and fields which replace natural vegetation provoke fragmentation of wildlife habitats and threaten even the existence of a corridor of protected area through which elephants and other large fauna can migrate. The shape of the two protected areas (especially Oti-Mandouri) as long, linear strips either side of the banks of the river makes them even more vulnerable to edge effects and fragmentation due to the long length of boundary in relation to their surface area. These effects, coupled with the need for access to water from all users (human, domestic and wild animals) and the resultant criss-crossing paths to and from the river and other watering points mean that there are very few remaining large areas of natural undisturbed vegetation even within the proposed core zones of the OKM complex. Some "pinch points" have been identified, where villages and fields encroaching from

both sides cause particular problems of human-wildlife conflict but fragmentation threatens biodiversity and ecosystem functions in most parts of the proposed OKM complex.

Bushfires: Bushfires are frequent and very destructive of natural habitats, killing important shade and other trees and often burning grasses to the extent that grazing is entirely destroyed for a whole dry season or even longer. Fire is used traditionally as a tool – to clear fields for replanting and for hunting. These practices are deep-rooted and the culture can be hard to change until communities are made aware of the destructive impacts of fire on the natural resource base on which they depend and are assisted to develop alternatives. Other fires are started accidentally – spreading from crop fields where they have been used to clear old cultivation or from charcoal making fires and natural causes (lightning).

Siltation of wetlands: The removal of vegetation (especially gallery forest and other river bank vegetation which stabilizes soils), coupled with over-exploitation, poor land management practices (including use of fire) and the grazing pressure, especially from domestic animals, all contribute to erosion and increasing siltation of wetlands. Both natural and man-made water reservoirs (created by means of small earth dams) which provide water for crops, household use, domestic animals and wildlife in the dry season, have all become shallower and dry out more quickly than in the past. This results in greater pressure for direct access to the rivers and on the remaining natural water bodies in the floodplains and loss of wetland biodiversity and ecosystem functions.

ii) Overexploitation of natural resources

Overgrazing: The combined impacts of large herds of domestic animals (cattle, sheep and goats), transhumant herds and the remaining wildlife on limited grazing resources leads to degradation of grazing and soils and conflicts between different groups competing for a diminishing resource. The remaining elephants which migrate through the OKM complex come into direct conflict with farmers and sometimes destroy crops; there are conflicts between resident and transhumant herders and destruction of areas of grazing by bushfire, sometimes started deliberately. All these impacts have negative effects on the natural resource base on which all groups depend for their livelihoods and threaten biodiversity and ecosystems.

Poaching/ over-exploitation of wildlife: In many areas of the OKM complex there is almost no mammal fauna remaining because of hunting in the past, coupled with loss of habitats. In recent years, elephants have been killed by poachers in both parts of the OKM complex but institutional weaknesses (lack of autonomy and means for protected area and other land managers to respond to issues at local level) result in poachers not being apprehended. Other groups such as freshwater fish, molluscs and crustaceans are exploited in an ad hoc way with no regulations and no available information (e.g. population sizes, distribution) on which to base sustainable use. This may result in loss of species and biodiversity as well as loss of the potential longer-term benefits that could accrue to local communities through sustainable use (sustainable harvests; tourist/ sport fishing income; wildlife safaris in areas where the fauna is still diverse enough to attract tourists). Ecosystems are threatened by loss of species and knock-on effects on food chains. Cultural values and uses may also be lost (for example, women collect shellfish for food and for ceremonies worshipping sacred crocodiles).

Unsustainable harvest of trees and wood products: Wood is harvested for firewood (for domestic use and sale), for making charcoal for sale and for use in homes (furniture, planks etc.). Trees are also deliberately killed (by ringing the bark and by bushfire) to make more dead wood and to clear fields. Many areas in the proximity of villages are denuded of trees – particularly those close to routes for sale and transport of charcoal (as far as Lomé). This unsustainable exploitation is very harmful to wildlife, biodiversity and ecosystems generally; it leads to loss of shade and

forest habitat as well as reduced browsing for wildlife and livestock. It is also poor management in terms of land use, soil conservation and productivity. There is no local culture of replanting in order to provide a sustainable harvest nor of good agroforestry practices (e.g. retaining large shade trees with crops underneath) to maintain soil stability and productivity in cultivated areas.

Unsustainable harvest of Non-Timber Forest Products (NTFPs): As for woody products, there are no mechanisms or practices for attempting to establish sustainable harvests of NTFPs such as food, traditional pharmaceutical plants and products, honey and wild igname. Unsustainable exploitation threatens biodiversity, genetic diversity (and the potential for future development of valuable pharmaceutical products for example).

iii) Climate change

Increasing frequency and severity of droughts: One of the impacts of global climate change in the project area is increased frequency of droughts. This may be exacerbated locally by the removal of tree cover leading to reduced precipitation. In an area which is already dry for much of the year and where there is competition between humans, wildlife and livestock for access to water and limited grazing, these additional impacts increase the threats to biodiversity, ecosystems and human livelihoods.

Climate change – increasing temperatures and increasing evapotranspiration. Increase in extreme weather events: In common with many parts of the world, the proposed project area is experiencing slight increases in average temperatures over time and an increase in the frequency of extreme weather events such as droughts and unusual heavy rainfall leading to floods.

LONG-TERM SOLUTION AND BARRIERS TO ACHIEVING THE SOLUTION

23. The proposed **long-term solution** for biodiversity conservation in Togo's terrestrial landscapes is to strengthen PA management effectiveness of a revitalized, rationalized PA system. This rationalization exercise will allow concentration of scarce resources on 10 priority PAs and a PA mosaic of 15 smaller areas which have a high rehabilitation potential and which are relatively untouched. This revitalized PA network of 578,250 ha or ~10% of the national territory, will allow Togo to better conserve critical habitats for globally important biodiversity and to assure ecosystem connectivity at national and eco-regional level. Sound natural resource management supported by environmental conservation have to be the basis for sustainable economic development. The Government recognizes that new management approaches involving the local communities and new partners, important institutional, policy, legal and financial reforms and capacity building, are needed to increase the management effectiveness of PA.

24. The strategy developed by the project rests on two main pillars. First, strengthening of the institutional, policy and legal framework for PA system management to improve the strategic framework for the long term development of Togo's PA system. Particular attention will be given to improved institutional capacities, financial flows and resources and general acceptance of and support to PAs and biodiversity conservation. Second, increasing the level of management effectiveness in the OKM PA complex through finalization of the participatory new demarcation, infrastructure rehabilitation, the effective use of PA management tools, staff and stakeholder training and widespread participation of local stakeholders. The sustainability of the new revised PAs will be enhanced through the involvement of communities and other partners in PA co-management and decision making, sustainable natural resource management and development of alternative livelihoods in surrounding areas and through the equitable sharing of benefits derived from PA and natural resource management.

25. There are a number of key barriers to the long-term solution presented above. They are described below:

Barrier 1: Inadequate legal, institutional and policy frameworks to support a revamped PA System in Togo.

- The fact that Togo's PA system includes several PAs and areas within PAs that no longer serve any conservation purpose represents a burden for the system. Limited funding and lack of specialized assistance are the main reasons why the PA rationalization process was not concluded and the government suffers greatly from this situation. PA limits continue to be a source of conflicts, because the new delimitation exercise cannot be finalized. The limited human and financial resources are dispersed all over the country including large areas without any conservation value today.

- Taking the PA rationalization exercise one step further would require, not just more data, but also that enabling policies, strategies and laws that support the PA system are in place. It would equally require that the exercise is oriented by not just by the current needs of the PA system, but also by future needs (e.g. providing hints as to where the system should expand to in the future). There is no overall strategy for the Protected Area System Management in Togo that defines conservation priorities, analyses threats, defines objectives and lays out workable options for achieving conservation objectives. The NBSAP provides a framework document to guide biodiversity conservation projects, but does not deal adequately with the evolving program of decentralization and there is no strategic framework for PA management in place. The future role of local communities and communes as managers of the natural resources in their area as part of the decentralization process is not at all clear. The financial aspects of PA management also represent an important challenge, both from a cost and from a revenue point of view. Visitor fees, licenses/taxes, payments for ecosystem services (PES), etc. are not yet being used to finance conservation and there are no mechanisms in place to assure return from PA revenues to the sites and local communities. Currently all revenues return to the central government level and this arrangement presents no incentives for local communities or other actors to participate in PA co-management and tasks like monitoring and surveillance

- The Directorate of Wildlife and Hunting (within Ministry of Environment and Forestry) has primary responsibility for PA management, but it suffers from numerous constraints in terms of technical and human capacities, plus limited investment from central government. There are a limited number of rangers and PA managers, particularly in relation to the large number of sites in the nominal PA estate. Skills in ecology, GIS, environmental finance and other areas often need to come from abroad. In the DFC HQ there are only a few adequately trained and able people who build the institutional memory. They are overloaded and in the case of their absence work and progress in the Directorate are severely hampered.

- There is limited experience in the use of PA management and monitoring tools (management planning, ecological and socio-economic surveying). Data and information exist, but they are dispersed within the DFC, access is difficult and they are neither conserved nor interpreted in a systematic way to facilitate PA decision making.

- There is a lack of adequate and regular funding, or of alternative funding options, for the recurrent costs of PA management and for the investment costs of PA infrastructure development. National level capacities are insufficiently developed for supporting PA-level business planning

or to build new partnerships for regular PA financing. Currently, the intermittent investments which occur depend almost entirely on donor funding and are focused on individual PAs and not on the system as a whole.

- Public awareness and appreciation of biodiversity values is not high in Togo. Without a substantial degree of public support, effective biodiversity conservation and enforcement of laws related to PAs are not possible. Poor governance also poses a significant constraint to biodiversity conservation. PA and biodiversity conservation efforts fall entirely to the DFC and the country has limited experience in forging strategic partnerships, e.g. with research centers, NGOs, private sector or other government structures, for the promotion of PAs and biodiversity conservation. Such entities could help address many of the pervasive issues in the PA system, especially in Togo, where PAs became victims of political propaganda, to a great extent because of limited understanding about their importance, and their actual and potential role in the country's development.

Barrier 2: The management of sites of the OKM Complex is not necessarily consolidated / coordinated, nor is it sufficiently engaging the resident population.

- Currently, the OKM Complex is not managed as a complex, but as two individual sites. Moreover, the intricate relationships between riparian population, parliamentarians and PA authorities with respect to land tenure and land use create a particularly challenging context for effective PA management. This situation was inherited from historical events linked to the creation of the Complex's PAs and up to now the new participatory delimitation has not been finalized and boundaries are not recognized by the population. PA basic infrastructure in the OKM complex is missing or in poor shape. OKM PAs are not adequately staffed, especially Oti-Mandouri, and appropriate equipment is totally lacking, resulting in very poor motivation of the staff. PA staff conducts anti-poaching patrols on foot – whereas the poachers have cars or motor cycles. Illegal activities are difficult to monitor in such vast areas without any communication and law enforcement is generally extremely weak and not sufficient to resist political pressure exerted on park managers to allow certain groups to exploit PA resources irregularly. Additionally most of the staff have only a formal military training plus some training in ecological monitoring delivered by the PA conservator. Very few staff are skilled for day-to-day PA management. This situation hampers constructive dialogue with riparian communities.

- Populations and other local stakeholders are almost entirely excluded from PA decisions. AVGAP and UAVGAP exist but their roles and task are not clear and they are not trained for their potential role in PA co-management. Additionally their engagement creates no benefit for the AVGAP members. Coordination between DFC/PA staff and other technical and administrative services is still poor, leading to inefficient use of staff and resources and inadequate support to PA and sustainable natural resource management.

- Experience with PA management planning and with co-management of PAs is limited. Participatory zoning is an untried concept in Togo. Neither Oti-Kéran nor Oti -Mandouri has a management plan and PA business planning is not yet developed in Togo. Eco-tourism potential is today reduced due to the quasi absence of larger mammals, but there is still a potential that can contribute to the self-financing of recurrent PA costs and to local benefit. These potentials have not been exploited since the 1990's. There are no tested PA management systems that can serve as models for rehabilitation that can be adapted to other PAs in the system. Current ecological monitoring is limited to surveys under the MIKE program, focusing in particular on elephants

which are no longer present in the complex. Important other ecological parameters are outdated or not collected in a systematic way. Key ecological processes, such as large fauna migration from core PAs to other areas can be significantly hampered by certain types of land uses outside PAs, e.g. uncontrolled transhumance, relatively dense human settlements, excessive hunting and farming. In addition these activities can potentially create conflict with wildlife species, some of which have threatened status. Such conflicts may result in damage to property and physical injuries to both humans and wildlife. But these processes are not monitored, staff capacities for this type of monitoring are low and riparian populations are not involved in the monitoring system.

- Due to the absence of zoning plans, specific user rights and obligations of local communities in the buffer- and transition zones have not been agreed. The existing general PA legislation is largely unknown or ignored by local populations due to the poor enforcement capacities of PA staff.

- Currently, local communities in and around the PAs have little incentive to support the conservation of PAs and their biodiversity as they accrue no benefit from their conservation. Restricting access to scarce PA resources needed for their daily livelihood without offering alternatives creates only conflicts. Populations have expressed their complaints already several times, but until now no alternative options have been developed to reduce the pressures on the Core PA zones. It will be crucial to project success to find some means of assisting adjacent communities with water management, especially in the dry season. A key community need which surfaces in discussions with adjacent villages is for access to water – for themselves, for livestock and for crops. Currently this results in huge pressure on the rivers (and hence the PAs which are strips of land along the river banks). Water is not lacking but livestock and people are concentrated in areas where access is easiest and wildlife have been driven out. A few old dams and small reservoirs exist but are in need of rehabilitation (re-grading to increase depth) and most villages have no dry season water supply apart from the rivers and adjacent small seasonal wetlands.

- When wildlife migration occurs in a trans-border area, there are additional challenges from a PA management perspective. This is exactly the case for the OKM and WAP complexes, where fauna migration has historically happened but has been gradually cut off by ecosystem fragmentation and human activities that were incompatible with it. Addressing these changes involves collaboration with neighboring countries, a process that Togo has limited experience with.

STAKEHOLDER ANALYSIS

26. The Directorate of Wildlife and Hunting (DFC) has been the main body for the project development process and will have the main responsibility for project execution. The DFC works in cooperation with the Ministries of Planning and Local Development, Agriculture, Livestock and Fisheries, Water, Tourism, and research institutes (University of Lomé), dispersed administrations and technical services. In addition DFC will work with NGOs (international, national, local), related Ministries and projects in neighboring countries (WAP complex) and representatives of the local populations, in particular AVGAP/ UVAGAP, and local communities and communes (once they are operational). The national level has an important role to play in strategy development, inter-ministry coordination, improvement of legal and institutional frameworks and capacity building, support to local stakeholders and monitoring and assessment of project activities.

27. The main actors in the project at local level are the OKM complex Management Unit, the PA management units of Oti-Kéran and Oti-Mandouri the communities living in and around the OKM Complex PA, their main associations and groups (natural resource user groups, AVGAPs and UAVGAPs). Key NGOs and prefectural and regional governments have important roles to play in supporting land use and natural resource planning, in the establishment of co-management partnerships for PA and natural resource management, in capacity building for sustainable natural resources management, in the integration of biodiversity conservation in NRM and sustainable land management in the buffer and transition zones and in collaboration with adjacent communities.

28. A review of the stakeholders, of their capacities to participate effectively in the co-management of their area and a review of their capacity building needs was conducted during the PDF-B (Studies 'Socio-economic aspects' and 'Stakeholder Coordination').

29. Table 2 below describes the major categories of stakeholders and their involvement in the project. A detailed Stakeholder Involvement Plan is given in Section IV, Part IV.

Table 2. Key Stakeholder's Roles and Responsibilities

Stakeholders	Roles and Responsibilities
Local Level	
Protected areas management units in the OKM complex (State)	Main stakeholder in OKM PA: DFC (Directorate of Wildlife and Hunting) has lead responsibility for PA s management Implementation of project activities in PA and with adjacent communities, including PA boundaries, zoning, management plans and business plans, development of co-management models, ecological monitoring and scientific research on key habitats, enforcement of regulations Monitoring of project activities
Regional, prefectoral and commune level offices and staff of the Ministries of Environment; Agriculture, Livestock & Fisheries; Planning & Local Development; Mining, Water & Energy	Technical assistance to local communities and communes for integration of biodiversity and ecosystem needs into land use planning; training, awareness-raising and support to implementation of improved (sustainable) NRM (natural resource management) and alternative income-generating activities. Including improved agricultural/ agroforestry, pasture management, charcoal production, water management and other natural resource exploitation practices (for sustainable NRM) and income-generating alternatives such as small mammal production, eco-tourism. Support to regulation enforcement (e.g. transhumance, anti-poaching).
Regions, Prefectures and communes (Mango town acts as a commune, others largely non-functional)	Conflict management and harmonization of the approaches of the different regional and prefectoral technical services. Administrative and institutional support to CSOs engaged in the project execution. Moral leadership – champion values and livelihood benefits of PA s conservation and sustainable NRM in local communities Role in regulation and collection of taxes (e.g. transhumance and other ecosystem services)
Elected local politicians & parliamentarians (Assemblée Nationale)	Moral leadership – champion values and livelihood benefits of PA s conservation and sustainable NRM in local communities
Traditional leaders, both elected & inherited (village chiefs, religious leaders)	Mobilization of local communities to participate in project activities Conflict management at local stakeholder level (farmers, herders, hunters, collectors of non timber forest resources, etc.) Assistance and advice to field units in charge of biodiversity conservation (poaching control, tree cutting etc.)
Local communities and organized community groups (associations): youth, user groups (herders, fishermen, hunters) and their	Key stakeholders in Project: Participation in local PA decision making and land use planning, surveillance and patrolling of PA and adjacent areas, physical interventions in OKM Complex Implementation of land and natural resource use management plans in and around OKM Complex Defense of legal interests of all NR user groups and associations AVGAPs and UAVGAPs were created as part of the process of requalification to play key roles in

Stakeholders	Roles and Responsibilities
associations; AVGAPs, UAVGAPs, CVDs	community natural resource management, participatory delimitation of PA boundaries and management of funds (taxes) to benefit communities adjacent to PA AVGAP representatives will be member of the PSC and the OKM management board
Transhumant herders and their spokesmen	Development and implementation of agreed transhumance routes and corridors (in PA s) and stop-over points Implementation of land use management plans in respect of transhumance routes, pasture management, practices (access to water, use of fire)
Local NGOs in the field of local development, pastoral production and natural resources management (e.g. RAFIA, CDD, AGBO-ZEGUE)	Awareness raising of local communities (opportunities for empowerment for NRM, biodiversity conservation, respect of laws and regulations) Technical assistance, promotion and training for local populations in sustainable natural resource management and alternative income-generation activities Promotion of revenue generating activities to reduce pressures on natural resources Consultants/ technicians for particular studies, workshop. Pressure groups for biodiversity conservation, sustainable resource management and ecotourism promotion Representatives will be member of the PSC and the OKM management board
Development projects at local level supporting local development and sustainable agriculture/ agroforestry/ NRM (CARTO)	Partner-managed co-financing of local development and sustainable land use in Oti floodplain and around OKM Complex: rehabilitation of natural habitats, PA delimitation, sustainable NR exploitation, agroforestry/ soil conservation, alternative income-generation, training etc. Representatives will be member of the OKM management board
State security forces (gendarmes, military)	Contribution to surveillance of illegal resource exploitation in PA and enforcement of PA regulations Ensure the respect of PA and biodiversity protection laws and regulations by their staff
National and Regional Level	
Ministry for the Environment and Forestry/ Directorate of Wildlife and Hunting	Key stakeholder: Responsible for overall project conception/implementation and management, playing the role of project implementing agency; Chair of the PSC, Responsible for elaboration and implementation of national environmental policies/ strategies, improvement of legal/ institutional frameworks including inter-ministerial coordination and awareness raising at national level Strategy and budget for national PA management National capacity building (staff training and motivation, career development etc.)
Ministry of Agriculture, Livestock and Fisheries	Development of agricultural, livestock and fisheries management strategies (national) and programs and projects (around boundaries of OKM Complex); contribution to policy harmonization with biodiversity/ environment strategies Definition of transhumance routes, stop-over points, land right questions, codes of practice? Member of the PSC
Inter-Ministerial Committee on Transhumance	Oversight and implementation of legal structures and strategies relating to transhumance routes, stop-overs and payments at Prefecture level
Ministry of Planning & Local Development	Responsible for wider land use plans, strategies and projects at national level (land use outside PAs); process of decentralization (resources and autonomy to Regions, Prefectures and communes)
Ministry of Tourism	Development of strategies and plans for tourism sites and circuits (natural and cultural – current focus Plateau Region) International promotion of ecotourism in Togo and liaison/ facilitation of trans-frontier PA ecotourism and cultural tourism (Ghana, Benin)
Ministry of Mining, Water and Energy	National water and energy (including fuelwood and charcoal) management strategies and initiatives including trans-frontier (Volta River Basin Project)
National Agency for Environmental	Supervision of enforcement of biodiversity and environment conventions Member of the PSC, when operational

Stakeholders	Roles and Responsibilities
Management (ANGE); National Fund for the Environment; National Commission for Sustainable Development (CNDD)	
University of Lomé; other research centers	Sustainable management, biodiversity, ecosystem and climate change research; faunal and floral inventories in OKM Complex PA and Oti floodplain; baseline information for monitoring Member of PSC and TAC
Development partners (bilateral and multilateral technical & financial partners: PNADE (EU), PDC (WB), APRODECT (SCAC), FAO	Partner managed co-financing of project activities and implementation of programs for local governance and sustainable management of natural resources, sustainable land management and capacity building for local stakeholders Technical assistance for PA management, monitoring and ecotourism development Members of the PSC
IUCN (Regional Office Burkina Faso), in particular the MIKE Programme and IUCN Commissions	Key stakeholder (IUCN): Project partner that is expected to provide technical assistance in the implementation of projects/initiatives in Togo's PAs. The PAPACO was important in defining the baseline and in assisting the government in defining a concept for this project (see e.g. Box 1). IUCN was invited by the government to collaborate on certain aspects of implementation: e.g. Technical assistance for PA management, assessing co-management models and alternative income-generation and assisting and guiding the civil society in Togo by coordinating certain awareness raising actions at the national level. These aspects are exected to involve ICN Commissions (e.g. the World Commission on Protected Areas, Species Survival Commission, thematic Specialist Groups). Furthermore, IUCN's MIKE Programme will be instrumental in the implementation of certain studies on biodiversity (monitoring of large mammals) and training of field staff (DFC and others) in connection with these studies. In particular, there are plans for including the OKM Complex in the programme of Work of the MIKE initiative in 2011, which will cover the "WAPOK Complex", i.e. the WAP plus the OKM Complexes. Data for species density and Elephant migration presented in the Project Maps in Annex 9 are in fact from the 2004 MIKE assessments (Maps 8-17). Planned assessments may also include the Fasao, although this is less certain. IUCN may also provide a link to the WIWO initiative on waterbirds. In the framework of the PAPACO, there are possibilities for extending the existing work on capacity building to also benefit the Togolese conservation community, although this later aspect remains to be further negotiated.
European Union and UEMOA – in particular the regional programme Parcs de l'Entante (PAPE)	In the framework of the negotiations of a grant agreement for benefitting the WAP Complex, it has been defined that UEMOA would play a key role in the coordination of the regional aspect of the management of this transfrontier complex covering Benin, Burkina Faso and Niger. This led to the conceptualization and negotiation of a new and fairly large EU-funded programme, the PAPE (Parcs de l'Entante), which would follow up on the results of the now terminated ECOPAS progamme for the WAP Complex. The PAPE has three major components (1) on the regionalization aspect of transfrontier PA management, where UEMOA leads; (2) the operationalisation of PAs on the ground, a component that will be implemented by UNDP in the concerned countries through national execution modality (NEX); and (3) the development of income-generation and awareness raising activities in the periphery of the PAs, where local and international NGOs will play a key role. The EU-funded PAPE programme will be closely coordinated with the UNDP/GEF WAP project (Enhancing the effectiveness and catalyzing the sustainability of the W-Arly-Pendjari protected area system), which was CEO Endorsed in 2007 and had its inception workshop in February 2010 in Cotonou. During a key validation meeting for the PAPE (back-to-back with the Inception meeting for the UNDP/GEF WAP project), it was decided at the high-level (i.e. Ministers, UEMOA, UNDP and EU) that Togo would also be associated to the process, due to the ecological link between the WAP and the OKM Complexes. The UEMOA's co-financing to this project is provided within the framework of the mentioned agreements. IUCN is providing technical assistance services to the UNDP/GEF WAP project. They may be associated to the WAP-PAPE initiative, although their specific role in the PAPA part remains to be more closely defined.

Stakeholders	Roles and Responsibilities
National institutions (ICAT); NGOs, networks (INADES, Friends of the Earth – Togo, FONGTO, COMET, RAPE), private sector consultancies	Experts/ technicians for studies, workshops, training, project implementation of small development projects outside PAs
Private ecotourism operators	Advice to OKM Complex management units on needs of tourists and prerequisites for redevelopment of ecotourism in OKM Feasibility studies and, where applicable, investments for re-launch of ecotourism in Kéran NP
UNDP-Togo	Ensuring professional and timely implementation of the activities and delivery of the reports and other outputs identified in the project document; Coordination and supervision of the activities; Assisting and supporting MERF for organizing stakeholder meetings and ensuring the coordination of key actors, especially amongst the donors and international organizations; Contracting of, and contract administration for, both long term project staff and short term consultants; Ensure that all project financial management and accounting conforms to UNDP regulations and guidelines; Establishing an effective networking amongst project stakeholders, specialized international organizations and the donor community. Assuring synergies with other relevant UNDP initiatives (PRCGE, CC,…) and effective liaison, cooperation and information sharing at sub-regional level (other GEF projects, transfrontier PA projects) Member of the PSC

BASELINE ANALYSIS

30. The baseline analysis is a presentation of what the situation would be in the absence of the GEF project. It is divided into two main areas, corresponding to each of the two proposed project outcomes. These are described below.

1) National governance framework for protected areas (PA) management: In the baseline situation, Togo's PAs will continue to be poorly managed, invaded by local communities and their resources used in an unsustainable manner, both within PAs and in their adjacent zones. The once rich landscape with varied ecosystems and diversity of species will continue to be degraded. Technical and financial capacity for PA management will continue to be insufficient to avert the growing threats to Togo's PAs. Without completing the PA system rationalization exercise, areas that no longer serve any conservation purpose would continue to be a burden for the State, in terms of PA management, and a potential source of land conflict. This will continue to limit the overall effectiveness of the PA system. PA management effectiveness for priority PAs will continue to be generally low and current management interventions, which are fragmented across the PA estate will continue to be insufficient to avert threats to the areas' biodiversity. Biodiversity conservation efforts will more or less be limited to ad hoc actions depending on the availability of external funding. PA management with acceptable PA management standards will continue to be limited to two PAs managed by international NGOs.

2) Effective management of the OKM Complex: The OKM complex will continue to be severely impacted by unsustainable resource use with few incentives for local stakeholders to accept the PAs and biodiversity conservation. Ecosystems of the two PAs and critical habitats for globally important migratory species will continue to be degraded and fragmented, threatening ecosystem connectivity at eco - regional level. In addition, the national institutional and policy frameworks for protected areas and natural resource management will remain unsuitable for the development of new management

partnerships. This will be the case, in particular for empowerment of local communities for natural resource management and for co-management of PA and surrounding areas, for the development of new value chains and local benefits derived from PAs and for sustainable natural resource use. Maintenance and rehabilitation of basic PA infrastructure will continue to be hampered by the lack of financial resources. Existing PA staff will continue to be more or less ineffective due to the absence of even most basic resources and materials, very limited levels of training and qualification, in particular for participatory approaches with adjacent communities, and low levels of motivation.

PART II: Strategy

PROJECT RATIONALE AND POLICY CONFORMITY

Fit with the GEF Focal Area Strategy and Strategic Program

31. This project is part of the biodiversity component of GEF's Strategic Program for West Africa. (SPWA). The project will contribute significantly to meeting the targets of GEF Focal Area Strategy and Strategic Objective 1 (SO-1), Catalyzing Sustainability of Protected Area Systems at national levels and, under it, Strategic Program 3: Strengthened Terrestrial Protected Area Networks. The project will ensure a better representation of Togo's key ecosystems by facilitating the viability of its PA System. The key focus is on engineering the improved management effectiveness of the PA system as a whole, particularly through the PA rationalization exercise, but also through capacity building actions and the development of systems and tools for PA management, not least also by assessing and agreeing upon a budget for sustaining the revitalized PA system. At the site level, measures to strengthen PA management effectiveness will be tested and adapted to address threats to biodiversity. The project will demonstrate how to address key drivers to biodiversity loss at the OKM Complex and surrounding areas and how to recuperate landscapes so as to ensure PA ecological connectivity at national and regional level. With these focuses the project contributes to achieving the main indicators of this SO. The limited sustainability of the PA system – including socio-economic, financial, political, ecological and institutional shortcomings – is having a negative impact on Togo's ability to conserve terrestrial biodiversity in both the short and long term.

32. In addition, this project is part of the GEF's Strategic Program for West Africa (SPWA), Sub-component on Biodiversity. It relates to its overarching Objective #3 of "Consolidating Protected Area Networks" to the extent that the project seeks to (i) increase the overall management effectiveness of the PA System by supporting the PA rationalization process and capacity building, and; (ii) consolidate the OKM PA complex in Togo's Sudanese Savannah /Sudanese-Guinean Savannah biomes. The focus is on visible results on the ground – most of the project's funding will go towards project Component 2, which will deal with PA operationalization of the OKM complex and with the implementation at the site level of rehabilitation measures, participatory management arrangements and rehabilitation of connectivity at eco-regional level.

33. Key monitoring tools, typical of GEF Biodiversity projects, will be applied. These include the Management Effectiveness Tracking Tool, or METT (Annex 2), which also includes UNDP's PA System Financial Sustainability Scorecard (see Annex 3 for a summary and Annex 2 for the complete Scorecard), as well as UNDP's Capacity Development Scorecard (Annex 4).

Rationale and summary of GEF Alternative

34. A rationalized and effectively managed terrestrial protected areas (PA) system can still represent a viable strategy for the conservation of globally significant fauna and migratory species in Togo.

However Togo's biodiversity status in general and in particular in the Savannah biome is being significantly threatened by poaching and unsustainable resource use, land use change, fragmentation and ineffective enforcement of regulations. Measures designed for removing the barriers (see preceding section) constitutes the essential rationale for the present project and forms the basis for its two outcomes. The project will strengthen the policy, legal and institutional frameworks for PA management and biodiversity conservation in a rationalized PA system. The project will finalize the participatory delimitation of two adjacent Savannah PAs and rehabilitate their critical habitats and essential infrastructures. New participatory co-management models and PA and biodiversity value chains will be developed for the two PAs in the OKM complex. Capacities of local actors and PA staff will be strengthened to fulfill their tasks in PA management. Finally the project will create mechanisms for cooperation with PAs in neighboring countries to reestablish ecological connectivity at eco-regional level. The DFC will be the lead executing agency and they will work with key ministries, dispersed (deconcentrated) technical services, field partners such as co-operating partners such as NGOs, local community organizations, communes, prefectures, regions, key donors such as EU, World Bank, SCAC and regional biodiversity project and initiatives such as IUCN MIKE, IUCN Commissions and WAP.

PROJECT GOAL, OBJECTIVE, OUTCOMES AND OUTPUTS/ACTIVITIES

35. **The project's goal** is to conserve globally significant biodiversity in Togo's Savanna Biomes and to assure PA connectivity at eco-regional level.

36. **The project's objective** is to strengthen the management of Togo's protected area system to improve its contribution to biodiversity conservation by demonstrating effective approaches to PA rehabilitation and management.

37. In order to achieve the above objective, and based on a barrier/problem analysis (see Section I, Part I) that identified: (i) the threats to biodiversity that will be addressed by the project; (ii) their impacts and root causes; and (iii) the barriers that need to be overcome to actually diminish the threats and to enhance the conservation of biodiversity, the project's intervention has been organized in two components and related two outcomes (slightly modified from the concept presented at PIF stage):

Outcome 1: Improved policy, legal and institutional framework for PA estate covering approximately 578,000 hectares

38. Under Outcome 1, the policy, legal and institutional framework for Togo's 'requalified ' PA estate of approximately 578,000 hectares will be improved. The project will focus on concluding the PA system rationalization exercise and on strengthening the strategic, policy and legal frameworks that support this system. The project will also support the development of a strategic framework for the long term management and sustainable financing of Togo's PA system. Systemic, institutional and individual capacities will also be strengthened through policy/legal reforms, institutional review (including of PA finance aspects), the introduction of new operational systems (e.g. for PA monitoring), training and other means. The intervention will equally foster national support to conservation and sustainable natural resource management, notably by organizing and leading a national support forum that will bring together all the actors concerned (parliamentarians, prominent Togolese, NGOs/CSOs and different international partners etc.).

39. The outputs necessary to achieve this outcome are described below.

Output 1.1 Manageable and representative PA system in place as a result of PA system 'rationalization' (called "requalification" in Togo)

This output will help the government to finalize the PA system rationalization exercise. Degazetting extremely degraded areas, beyond rehabilitation status, will help the government to concentrate the scare resources on PA with higher regeneration potential and to avoid land use conflicts with communities currently living and using land areas which were formerly PAs. The finalization of the ongoing 'requalification' exercise (started in 1999 and never completed) is the most important strategy to strengthen the PA management capacities in Togo. Key stakeholders will be capacitated by participating in this process and through the technical support that will be provided by the project for it. METT as a tool to assess PA management effectiveness may be applied at the level of the system to inform the rationalization exercise. IUCN Commissions will provide technical assistance to the project team and the government administration for completing the exercise based on their previous experience in Togo (e.g. application of the RAPPAM). Details and timing of activities, including their costing, will be defined during the project inception phase.

Output 1.2 An improved strategic framework for the management of Togo's PAs orients the long-term development of the PA system (concerning e.g. PA management modalities, financial flows etc.); this framework is supported by applicable policy and legal reforms and is endorsed by the government

This will enable co-management of PAs, public-private partnerships for PA management, inter - ministry coordination and innovative mechanism for benefit sharing from PAs. The DFC does not have the resources needed to fulfill its mandate for PA management in isolation and will have to develop ways of working with several sectors and actors for achieving conservation goals. This will include establishing the frameworks for partnerships with local authorities and communities, NGOs, private sector, and the ministries of agriculture, livestock and fisheries, of tourism, and the regional and departmental environment services. These may include the development of standard MOUs, and PA co-management contracts. The aim is to develop the enabling conditions that will allow the development of new partnerships for collaboration at local level with strong involvement of local populations and non-governmental actors. This may entail the amendment of laws and policies, e.g. on protected areas. In particular, the regulations will undergo a thorough review, so that PA revenues will better serve the financing of basic PA works and the local benefit. General user rights and obligation in buffer zones and transition zones have to be determined and the cooperation mechanisms between units responsible for PA management and those for the larger PA periphery have to be revised to ensure better integration of the PA system in national land use planning.

Output 1.3 The Directorate of Wildlife and Hunting (DFC) and other involved stakeholders have improved capacities to manage PAs as a result of targeted training and retention of staff

Capacities for PA management and for the management of natural resources will be enhanced at central and at local level. This output will include a comprehensive training package and stakeholder engagement program that is targeted primarily at local staff of DFC/MERF, local administration, AVGAP/UAVGAP, local communities and dispersed (deconcentrated) technical services. At the central level, capacity building will focus primarily on PA system planning, inter-ministerial coordination, the development of new partnership agreements for PAs, including co-management contracts and PA marketing (in connection with Output 1.5 and 1.6). NGOs and CSOs may be called upon to offer services through a tender process. Another important training and at the same time awareness raising activity will be short study trips for project stakeholders to sites of the WAP complex, in particular to Pendjari in Benin. The capacity building program will further build upon the UNDP/GEF global PA Early Action Program (PoWPA), its identification of capacity gaps, its capacity development proposals. It will equally build on the results of the recent (2008) IUCN study 'Evaluation of the Efficacy of PA management in Togo'. Specific capacity development needs of the different PA management levels and of different stakeholders will be further defined upon project inception, as well as proposals for their participation in IUCN sponsored training.

Output 1.4 A system for monitoring Togo's PAs is operational (the ecological sub-set of the monitoring system will be based primarily on existing and secondary data)

Under this output the project will develop an adapted PA and biodiversity monitoring system. Installed at the Project Management Unit (PMU) at DFC headquarters, this PA and biodiversity information management system, composed of databases and GIS, will significant strengthen the management capacities of DFC. The process will start by collating existing information at the national level and combining it with internationally available information: e.g. Species and PA Databases from the World Conservation Monitoring Centre, related computational tools such as ARK2010, Technologies for Conservation & Development project (T4CD), GLOBIO, the Global Biodiversity Information Facility (GBIF), among others; as well as CITES lists and IUCN Red list. The existing, but widely dispersed information will be made much more available and will serve as the transparent, objective basis for PA related decisions. It is expected that this information/knowledge management unit will continue after the project as an integrated unit of DFC. Data from MIKE and WIWO (with assistance from IUCN) will be incorporated into the system.

Output 1.5 Government and partners agree on a budget for Togo's revitalized PA system sufficient to underwrite basic PA functions (planning, monitoring, surveillance and enforcement)

Under this output it is assumed that government can mobilize (through promotion and PA marketing) new additional funding for a revitalized PA system. Sustainable financing has to be underpinned by broadening and enhancing public support for PAs (see output 1.6)

and a maximal sustainable benefit generation from the PA. The output will require various ministries, directories and organizations to work together. A site effect will be to overcome hushing up of the sensitive PA question in Togo. The project will provide specific technical assistance on the issue of PA finance and organise seminars to achieve greater awareness among the relevant circles on the need to see PAs not as a burden for the state to manage, but rather as an asset. Progress under this output will be monitored through the periodic and critical application of the UNDP Financial Scorecard.

Output 1.6 A national support network for the management of biodiversity– composed inter alia of parliamentarians, other prominent Togolese, NGOs/CSOs and international partners –champions sound management of PAs

Under this output increased public awareness and support for terrestrial PAs is expected at national and at regional level. The output will require various ministries, directorates and organizations to work together, something still poorly developed in Togo. Accordingly a number of high profile awareness-raising events will be held which will highlight the need to better conserve protected areas, particularly the terrestrial areas of eco-regional importance. This support network will show the role that the public at large and local communities can play in PA management. New opportunities for PA marketing will be developed, promoted and explored in order to increase public awareness regarding the economic values of PAs. It is expected that this national support network will develop new partnerships at national and regional level which will facilitate PA management in a cost-effective manner. IUCN has been quite active in this domain and a collaboration partnership between the project and the IUCN Regional Office in Burkina Faso for technical assistance service provision under this output may be developed to achieve greater impact under this output.3

Outcome 2: Effective management of the OKM PA Complex (with 179,000 ha of protected land surface) counters threats to biodiversity from poaching, uncontrolled fire and grazing

40. Under outcome 2 the project will operationalize key tools for PA management at this demonstration site, including on-the-ground participatory PA demarcation, zoning, management and business plans, an ecological monitoring system, rehabilitation of infrastructure, redeployment of PA staff, training for staff and local stakeholders. Equally, the project will seek to re-establishing dialogue with key stakeholders at the site level (administrations, local councils, residents and temporary transhumant users, civil society organizations) mostly through the establishment of the OKM Board, awareness-raising and participatory definition of user rights. Sustainable livelihoods options and new biodiversity value chains (e.g. improved agro-sylvo-pastoral methods and sustainable land use planning, bee-keeping, small game farming, eco-tourism) will be established (with co-finance) as incentives for conservation and as an alternative to otherwise ecologically deleterious human activities in the PAs. The project will create favorable conditions for re-establishing ecological connectivity between the OKM and WAP complexes, including data, technical analysis, and political championing. The project will foster concerted collaboration between the countries involved, starting at the technical level between this and

[3] This specific remains to be more closely negotiated due to limitations in the project funding. The activities may be offered to other service providers in case IUCN is unable to accommodate this in their proposal.

the WAP project, but also among PA managers, communities and others. Resident populations on both sides will be engaged in human-wildlife conflict prevention measures and development of equitable solutions.

41. The outputs necessary to achieve this outcome are described below.

Output 2.1 The functionality of the OKM Complex is improved: (1) its constituent PAs count on legally defined borders (PA polygons within the complex are GIS-defined; relevant bills legalizing land status are passed and PA borders are demarcated on the ground); (2) PA infrastructure is rehabilitated; and (3) staff and involved local stakeholders are trained to deliver critical PA support functions (i.e. surveillance and enforcement)

In order to bring the PAs of the OKM complex under effective management, the project will first of all support the finalizing of the participatory 'requalification' process (i.e. PA rationalisation). A large part of the PA borders, especially in Oti-Kéran have already been revised and demarcated on the ground under an EU STABEX COM financed PA rehabilitation project from 2002-2005. The integration of local communities in the planned physical demarcation and rehabilitation works (local job creation) will be an incentive for PA acceptance. People who are ready to leave the core PA zones and AVGAPs already involved in the process will have the priority for jobs and works in the PA (eco-guards, demarcation, infrastructure development, etc.) to create incentives for their engagement. The rehabilitation of basic PA infrastructure is necessary to assure that essential PA tasks like surveillance are possible and to reestablish the potential for PA business development. An initial infra-structure needs assessment was carried out during the PPG by the government. More precise plans will outlined and costed during the first stages of project implementation. There is also a commitment from government to deploy the necessary surveillance staff to the zone to improve law enforcement. Staff and involved local stakeholders will be trained to deliver critical PA support functions (i.e. surveillance and enforcement). These co-management arrangements will not only increase PA awareness and acceptance of riparian communities, but they will be at the same time a response to DFC local staff shortages.

Output 2.2 The OKM Complex Management Board is formed and functions as a forum for coordinating PA management for the whole Complex and ensuring stakeholder participation in key decision-making

Under this output the project will support the creation of a local multi-stakeholder regional forum. The main objectives of this structure will be to assure that all local stakeholders are effectively involved in major PA decisions and to find local conflict management solutions. AVGAPs and UAVGAPs will play a pivotal role at this level. The impact of such a management board for the OKM Complex (initially comprising 2 separate PAs) will allow a better coordination of activities in the two very similar natural environments and therefore a reduction of expenses. It will also facilitate awareness-raising around the whole Complex of the values and function of PAs as part of sustainable land and natural resource management and the wider regional ecosystem

context and importance of the Complex. Short study trips for Board members to Pendjari and invitations for key people to attend Board meetings will be an important step towards re-establishing regional PA connectivity and defining the wider fauna migration corridors (see output 2.6.).

Output 2.3 Effective PA management tools for the OKM Complex are institutionalized: (i) participatory zoning plans, (ii) management plans for the individual areas and the Complex; (iii) a business plan that identifies sustainable revenue options to sustain the costs of managing the Complex and to create local revenues from benefit sharing; (iv) a long-term ecological monitoring system is in place

As key instruments for PA operationalization, the Zoning, Management and Business Plans for each of the sites and the complex as a whole will establish permitted sustainable land uses in relation to the conservation functions and local context of defined and agreed zones. The business plans will also establish the basis for the exploitation of the economic potential of the PAs and an adapted benefit sharing model. The long-term ecological monitoring system will associate local user groups in its implementation. The system will help elaborate and monitor the effectiveness of PA management plans and land use plans in areas adjacent to the PAs, which will help to reduce conflicts (e.g. human-elephant) and will contribute information at the level of regional ecosystems. In order to promote future regional integration and information-sharing, the system will be largely orientated on the M&E frameworks used in the WAP complex.

Output 2.4 Property and use rights for PA adjacent communities are clarified by awareness raising and participatory definition and are enforced inter alia through adaptive co-management tools

The project will develop an environmental education and communication (EEC) program that stresses the cultural, economic and scientific values of biodiversity and PAs and which explain the importance of the newer participatory PA approaches with defined core, buffer zones and transition zones, agreed by discussion and negotiation with adjacent communities. Property and sustainable use rights, including controlled access paths to the water resources in the PA, for adjacent communities in the buffer and transition zones will be defined in a participatory process. The AVGAP and UAVGAP will play an important role to enforce the respect of these joint state-community decisions, fixed in local MOUs. Nevertheless resistance from people (illegally) occupying the core zone might occur. The project will not force these people to leave the PA zone, but will make every effort to find and create attractive alternative livelihood options, including alternative water supplies, for these people outside the core PA zone, to encourage them to relocate (see output 2.5.). Through grant agreements, local NGOs are also expected to play a role both in delivering the EEC programme under the project's supervision and in the facilitation in the process of reaching decisions on the safeguarding of the PAs; integrity in terms of dissipating resistance and finding practical solutions. The capacity of at least three local NGOs has been assessed (see TOR in

Section IV - Part II and capacity assessments in Annex 5).

Output 2.5 A suite of sustainable livelihoods options for resident populations and transhumant users have been trialed and demonstrate how pressure on OKM resources can be decreased (mostly with co-financing)

Biodiversity friendly small businesses and PA linked opportunities for local job creation will be identified, developed and implemented with the communities in and around PA to reduce the human pressure. Special attention has to be given in cooperation with the Ministry of Agriculture, Livestock and Fisheries and the Ministry of Planning and Local Development to measures of improved agriculture, rangeland and water management in particular. Efforts in this cooperation will concentrate on options to solve the water access problem (rehabilitation of old earth dams and reservoirs to retain water (from rainfall and streams in the rainy season, wells) and on options to manage watering points at rivers/wetlands and rangelands outside the core protected zones. Apart from activities undertaken by DFC with a direct impact on the actual PA sites, the project's main role will be to support economic feasibility studies of the proposed alternative businesses and to help interested communities to elaborate project proposals. Together with the PNADE, the project will help communities design and submit their proposals to the most suitable financial source for the specific activities proposed. These are many suitable and established financial sources for local development in Togo, especially for civil society organizations and local communities (CARTO, UNDP SGP, FFEM SGP, French decentralized cooperation, PDC) but people at local community level often do not know how to get in contact and how to use these opportunities. Local NGOs will be engaged in assisting communities in becoming better organized for accessing sustainable livelihoods finance, in managing activities such as transhumance in a manner that avoids and mitigate threats to the ecological health and integrity of the OKM Complex and in participating much more actively in the process of restoration of the Complex.

Output 2.6 Critical faunal migration corridor between the OKM and the W-Arly-Pendjari (WAP) Complexes is defined and measures for improving ecological connectivity between them are implemented (e.g. ecosystem rehabilitation and management of human-wildlife conflicts to reduce the pressure on fauna)

Under this output the process of establishing the conditions needed for renewed biological connectivity between PAs in Togo and the WAP complex will be ensured through conservation/rehabilitation of critical habitats and management of human–wildlife conflicts. The definition of the critical fauna migration corridors will be done in a participatory way with the local communities. Results will be inscribed in the regional and prefectoral instruments for natural resource management. From the start of implementation, the project will establish close working relationships and exchanges with the WAP complex and the Pendjari PA in Benin in particular. The final definition of the critical faunal migration corridor, linking the OKM complex to the WAP complex, will be achieved through joint agreements between the OKM Management Unit in Togo and

the Management Unit of the Pendjari Block in Benin, which will be countersigned by the DFC and the counterpart in Benin. Togo will be more effectively incorporated into the WAP-PAPE Programme under UEMOA's regional leadership (refer to Table 2). The MIKE initiative will be instrumental in defining those corridors.

PROJECT INDICATORS

42. The project indicators contained in Section II / Part II (Strategic Results Framework) include only impact (or 'objective') indicators and outcome (or 'performance') indicators. They are all 'SMART'[4]. The project may however need to develop a certain number of process-oriented indicators to compose the 'M&E framework' at the national level and the site level. For this reason, activities under output 1.4 (national level) and 2.3 (local level) will foresee the establishment of 'M&E frameworks'. The national-level M&E framework will help manage the overall performance of the national PA system. The site-level M&E framework will help elaborate PA management plans and land use plans in adjacent zones and determine the ecosystem's status. In order to facilitate future regional integration, the frameworks will be largely orientated on the M&E frameworks used in the WAP complex. The main indicators will also be integrated into the project's overall M&E framework. It is envisaged that the project's overall M&E framework will build on UNDP's existing M&E Framework for GEF programming.

43. The organization of the log frame is based on the general assumption that: (1) *if* institutional, policy and legal frameworks and capacities for PA management are strengthened and endowed with sufficient financial means, and; (2) *if* PA management can successfully apply a participatory co-management approach with clearly and legally defined leadership and responsibility for PA co-management and; *if* (3) communities have direct benefits from PAs which serve as alternative livelihoods and as incentives for engagement in natural resource and conservation management; *then* Togo's management effectiveness of a rationalized protected area (PA) estate will be improved. This logic is based on the barrier and root-cause analysis carried out during the PPG phase (refer to Section I, Part I, chapter 'Long-term solution and barriers to achieving the solution'). In turn, the choice of indicators was based on two key criteria: (i) their pertinence to the above assumption; and (ii) the feasibility of obtaining / producing and updating the data necessary to monitor and evaluate the project through those indicators. The following are therefore the project's key indicators:

Table 3. Project Indicators

Objective/ Outcome	Indicator	End of Project target
Objective – To strengthen the management of Togo's protected area system with the aim of improving its contribution to biodiversity conservation by demonstrating effective approaches to PA rehabilitation and management.	1. Coverage of the National Protected Area System of Togo	A rationalized PA estate: 578,250 ha (with ~ 456,883 ha in 10 priority PA)
	2. Estimated permanent and temporary populations of Elephants in Togo are increasing	≥ 90 permanent (return of the ~20 (1990) elephants in Oti-Kéran)
	3. PA in the Savannah biome of the OKM Complex have zoning, management and business plans, which include biodiversity conservation and riparian communities needs, and are enforced	PA: 2 Agreements DFC –local communities (represented by 10 AVGAPs and 4 UAVGAPs), concerning co-management and natural resource use in PAs : ≥ 14
Outcome 1 – Improved policy, legal and	4. Improved competence levels and standards of the institution responsible for PA (DFC),	Scores, expressed in absolute terms, increase by at least 20%

[4] Specific, Measurable, Achievable, Relevant and Time-bound.

Objective/ Outcome	Indicator	End of Project target
institutional framework for PA estate covering approximately 578,000 hectares.	measured by increased scores of the Capacity Development Scorecard: Policy formulation Systemic Institutional Implementation Systemic Institutional Individual Engagement and consensus Systemic Institutional Individual Info and knowledge Systemic Institutional Individual Monitoring Systemic Institutional Individual	 Policy Formulation 5/out of 6 1/out of 3 Implementation 5/out of 9 11/out of 27 3/out of 12 Eng. and consensus 2/out of 6 2/out of 6 1/out of 3 Info and knowledge 2/out of 3 2/out of 3 2/out of 3 Monitoring 2/out of 6 3/out of 6 1/out of 3 Total: 42/out of 96
	5. Improved financial sustainability of PA management agency, measured by increased scores of the Financial Sustainability Scorecard: Legal and regulatory framework Business planning Tools for revenue generation	Scores, expressed in absolute terms, increase by at least 100% 23.2% - 19 out of 82 10.4% - 7 out of 67 17.5% - 10 out of 57 Total 17.4% - 36 out of 206
Outcome 2 – Effective management of the OKM PA Complex (with 179,000 ha of protected land surface) counters threats to biodiversity from poaching, uncontrolled fire and grazing	6. Legal status of re-demarcated PAs of the OKM Complex	2 re-demarcated PAs officially gazetted end of 2nd project year
	7. Improved PA management effectiveness at the two PA sites (Oti-Kéran, Oti-Mandouri) of the OKM PA Complex for general management and business planning, as measured by increases in the METT scores	Scores, expressed in absolute terms, increase by at least 30% in Oti-Kéran and 75% in Oti-Mandouri Oti-Kéran: 34.4 % Oti-Mandouri: 27.4%
	8. Ecosystem and habitat regeneration in the two OKM complex PA	≥ 50% reduced habitat conversion: Oti-Kéran: ≤ 9% of the surface of the core protection zone occupied by agriculture Oti-Mandouri: ≤ 8% of the surface of the core protection zone occupied by agriculture Reduced human pressure in the OKM complex: ≤ 10,000 people living in 20 villages inside the complex
	9. PA in the Savannah biome of the OKM Complex have zoning, management and business plans, which include biodiversity conservation and riparian communities needs and are enforced	PA: 2 Agreements DFC –local communities (represented by 10 AVGAPs and 4 UAVGAPs), concerning co-management and natural resource use in PAs : ≥ 14
	10. Income generation from new value chains for local communities (ecotourism, small	To be identified during management and business plan elaboration for each zone

Objective/ Outcome	Indicator	End of Project target
	game farming, beekeeping, local job creation, etc.)	
	11. Critical habitats and key natural resources for elephant migration at regional level (OKM – WAP) are identified and in trans - border cooperation stabilized	t.b.d. during project life
	12. Number of PIT (integrated land use plans), which integrate biodiversity conservation and elephant migration needs	t.b.d during project life

RISKS AND ASSUMPTIONS

44. The project strategy, described in detail within this project document, makes the following key assumptions in proposing the GEF intervention:

- PAs still constitute an effective strategy for biodiversity conservation in Togo, if strengthened.
- Baseline conditions in the selected areas can be extrapolated with high confidence level to other PAs in Togo, as well as to neighboring countries, and lessons learnt can be successfully disseminated.
- Increased awareness and capacities, improved active participation in decisions and incentives from new value chains will lead to a change in behavior with respect to PAs, biodiversity conservation and natural resource management.
- Biodiversity conservation and terrestrial parks will gradually become a national priority for Togo as knowledge and information is made available.

45. During the PPG phase, projects risks were updated from those presented at the PIF stage. They were further elaborated and classified according to UNDP/GEF Risk Standard Categories[5], and assessed according to criteria of 'impact' and 'likelihood' (Box 2):

Table 4. Elaboration of Risks

IDENTIFIED RISKS	CATEGORY	ELABORATION
Weak governance may undermine government's commitment and ability to strengthen the PA system	OPERATIONAL	Human and financial capacities of DFC are low (see the Capacity Development Scorecard in Annex 4) and the management of PA depends mainly on donor support. Biodiversity conservation is a declared priority of the central government, but resources are insufficient and often local political interests hamper PA law enforcement
Political instability which characterized the recent periods	POLITICAL	Reforms are still very slowly enforced after the long socio-political crisis and the decentralization process is

[5] Includes the following eight categories: environmental; financial; operational; organizational; political; regulatory; strategic; and other.

IDENTIFIED RISKS	CATEGORY	ELABORATION
of Togo's history may undermine government's commitment and ability to strengthen the PA system		much less advanced than in neighboring countries. The very poor visibility of the reform processes might create new instability, especially in marginalized, poor regions and departments. In the past PAs in Togo often became victims of political propaganda at local level for election purposes.
Levels of central funding to sustain the consolidation of the PA System may not be sufficient to sustain its long-term functioning	FINANCIAL	Currently, funding for PA management from the state budget is very low (see the PA System Financial Sustainability Scorecard in Annex 3). A significant augmentation of public resource allocation for PA management is very difficult as development priorities with donor support in Togo are now focused on good governance, human rights and democracy, following the long socio-political crisis. The potential of PA to generate revenues that can cover their operational costs broke down during the crisis (1990 onwards). Tourism infrastructure in Savannah PA is today in ruins and private tourism sector engagement in PA has barely restated in the northern part of the country.
Local communities are not receptive to changing ancestral practices that threaten biodiversity. (e.g. hunting, use of fire for land clearing, charcoal production, livestock rearing, etc.) and want to remain in PAs, close to rivers and wetlands, for access to water	STRATEGIC	Local communities see little benefit in the existence of reserves and biodiversity conservation, as they currently accrue no benefit from conserving biodiversity. Experiences with the government in the 90's are still a source of anger and local communities have became hostile to attempts by authorities to manage PA sites, including controlling access to the areas and resource use. The need for access to water concentrates people and livestock near rivers in or close to boundaries of the PA
Conflicts related to land tenure can be a higher obstacle to the rehabilitation of the OKM Complex than initially assessed	OPERATIONAL	Population growth and poverty (especially in the region 'Les Savanes') increase human pressure and land tenure conflicts. Government's commitments favor administrative reform and decentralization, including local resource- and land use planning (law 2007). However, effective enforcement is still far away (limits of the rural communes are not yet known and regions and prefectures are hampered by low capacities)
Climate change exacerbates the fragmentation of habitats and efforts to reconnect the OKM and WAP Complexes are undermined.	ENVIRONMENTAL	The most recent Global Circulation Model (GCM) of 2009 (UNDP Togo CC) indicates that mean annual temperature in the West African region will continue to increase by between 2 and 6° C within 100 years as a consequence of climate change. Togo will experience a temperature increase ranging from 3.75 – 4.5°C in the next 100 years, with highest increase in the northern part of the country. Rainfall will increase slightly north of a line Kara – Mango – Dapaong (0-5% in 2100) which crosses the project zone, but south of this line rainfall will decrease about 0-8%. However, any increase in rainfall is likely to be offset (potentially entirely) by warming and loss of water via evapotranspiration. Higher variability of temperatures and rainfalls will lead to more severe droughts and more likely flood events at the same time in the project region.

Box 2. Risk Assessment Guiding Matrix						
	Impact					
Likelihood		**CRITICAL**	**HIGH**	**MEDIUM**	**LOW**	**NEGLIGIBLE**
	CERTAIN / IMMINENT	**Critical**	**Critical**	**High**	**Medium**	**Low**
	VERY LIKELY	**Critical**	**High**	**High**	**Medium**	**Low**
	LIKELY	**High**	**High**	**Medium**	**Low**	**Negligible**
	MODERATELY LIKELY	**Medium**	**Medium**	**Low**	**Low**	**Negligible**
	UNLIKELY	**Low**	**Low**	**Negligible**	**Negligible**	Considered to pose no determinable risk

Table 5. Project Risks Assessment and Mitigation Measures

IDENTIFIED RISKS	**IMPACT**	**LIKELI-HOOD**	**RISK ASSESSMENT**	**MITIGATION MEASURES**
Weak governance may undermine government's commitment and ability to strengthen the PA system	Medium	Likely	Medium	UNDP is also investing in several projects to improve Togo's overall governance record. Furthermore, the project will contribute to creating a national support network for the conservation management of natural resources, which is expected to contribute to greater awareness about biodiversity, so that PAs will no longer be victims of political propaganda The project strategy at the site level focuses on awareness raising (economic importance of PAs) and new (co-) management partnerships with local administration, communities and non state actors for PA and natural resources. Capacity development of DFC and other stakeholders involved in these aspects of PA management is programmed under several project outputs.
Political instability which characterized the recent periods of Togo's history may undermine government's commitment and ability to strengthen the PA system	High	Moderately Likely	Medium	UNDP was pivotal in the negotiations that lead to the 2006 Global Policy Agreement (AGP) between the Togolese government and development partners. ODA is now gradually resuming its flows to Togo and the country is on a path to stability. UNDP monitors the security situation regularly vis-a-vis political risks to its projects and adapts implementation arrangements as needed.
Levels of central funding to sustain the consolidation of the PA System may not be sufficient to sustain its long-term functioning	Medium	Likely	Medium	Project's activities (e.g. PA business planning implementation) will focus on reducing costs and improving the revenue side of the PA financing equation. It will promote local benefit generation from sustainable use of PAs and natural resources (buffer- and transition zones). Furthermore, sustainable long term financial mechanisms (Output 1.5) and PA promotion and

IDENTIFIED RISKS	IMPACT	LIKELI-HOOD	RISK ASSESSMENT	MITIGATION MEASURES
				marketing (output 1.6) will be developed under outcome 1.
Local communities are not receptive to changing ancestral practices that threaten biodiversity. (e.g. hunting, use of fire for land clearing, poaching, livestock rearing, etc.)	High	Moderately Likely	Medium	The project will promote dialogue and consultation on PA management by building on the existing local associations (AVGAP and UAVGAP) and through establishment of an environmental mediation structure, offering space and a voice to local civil society and communities. The project will also ensure that resident/riparian communities have a stake in the management of the PAs and the conservation of biodiversity (the OKM Complex being a pilot). Collaboration with other associated initiatives in the zone will be sought to ensure involvement of resources users (when the practices are legal) and enforcement of the PA management plan (when the practices are illegal). Awareness raising and a suite of sustainable livelihoods options, including new economic incentives from PA and biodiversity-based value chains and, in cooperation with other development partners, alternative water access outside the PAs, will provide a context for positive, incremental changes in behavior and land use practices.
Conflicts related to land tenure can be a higher obstacle to the rehabilitation of the OKM Complex than initially assessed	Medium	Moderately Likely	Low	Through the rationalization exercise, land tenure rights will be clarified vis-a-vis key PAs in a participatory way. Clear management arrangements and the contractual definition of roles, rights and responsibilities will be developed through PA zoning and (co-)management plans. Conflict situations may, however, arise. Through Component 2 of the project, a land tenure resolution mechanism, aimed at preventing irregular settlements and maintaining PA integrity, will be trialed at the OKM Complex and alternative livelihood options will be developed. At a very early stage the project will assess the possibility of up-scaling the processes of zoning- and sustainable natural resources management plans (including water points and rangeland) to adjacent areas to the OKM complex (larger buffer zone), preferably with co-financing.
Climate change exacerbates the fragmentation of habitats and efforts to reconnect the OKM and WAP Complexes are undermined.	Medium	Moderately Likely	Low	This project will lay the foundation for restoring the critical corridors linking the OKM to the WAP Complex and thereby favor ecological connectivity. It also aims at reducing anthropogenic and pastoral pressures in the OKM Complex. The more accentuated impacts of climate change on

IDENTIFIED RISKS	IMPACT	LIKELI-HOOD	RISK ASSESSMENT	MITIGATION MEASURES
				ecosystems are long-term threats that will only gradually manifest themselves, not likely during the life-time of the project. Technical studies that will inform OKM-WAP connectivity efforts will seek to include the effects of climate change. In addition, UNDP is preparing another project that is piloting climate change adaptation measures for Togo. Early warning will be part of the mechanisms being developed through the adaptation project. Both projects will coordinate interventions and share lessons.

INCREMENTAL REASONING AND EXPECTED GLOBAL, NATIONAL AND LOCAL BENEFITS

46. **In the baseline situation**, Togo's PAs will continue to be poorly managed, invaded and its resources used in an unsustainable manner, both within PAs and in their buffer zones. The once rich landscape with varied ecosystems and diversity of species will continue to be degraded. Technical and financial capacity for PA management will continue to be insufficient to avert the growing threats to Togo's PAs. Without completing the PA system rationalization exercise, areas that no longer serve any conservation purpose would continue to be a burden for the State, in terms of PA management, and a potential source of land conflict. This will continue to limit the overall effectiveness of the PA system. PA management effectiveness for priority PAs will continue to be generally low and current management interventions, which are fragmented across the PA estate will continue to be insufficient to avert threats to the areas' biodiversity. PA management will continue to be limited to two PAs managed by international NGOs. The OKM complex will continue to be severely impacted by unsustainable resource use with few incentives for local stakeholders to accept the PAs and biodiversity conservation. Ecosystems of the two PAs and critical habitats for globally important migratory species will continue to be degraded and fragmented, damaging ecosystem connectivity at eco-regional level. In addition, the national institutional and policy frameworks for protected areas and natural resource management will remain unsuitable for the development of new management partnerships, in particular for empowerment of local communities for natural resource management and for co-management of PA and surrounding areas and for the development of new value chains and local benefits derived from PAs and sustainable natural resource use.

47. **In the alternative scenario enabled by the GEF**, systemic and institutional barriers will be removed and Togo will have a viable PA system covering 578,000 ha of land area. The country's ability to effectively manage its PA system will have been significantly improved. Capacities for PA management at the individual level will be reinforced. The project will enhance the financial sustainability of the PA-System, and will improve monitoring and enforcement regimes. Also, legal and policy changes will contribute to creating an enabling environment for the strengthening of Togo's PA system and its management effectiveness. Mentalities vis-a-vis PAs will have changed, so that benefits from the conservation and sustainable management of the PAs can be realized both at the national and local levels. These benefits will extend directly to two PA in the OKM Complex, adjacent community lands and critical habitats for large mammals migration. In the OKM Complex, a suite of participatory PA management tools and rehabilitation measures will be implemented and extensive consultation with the

local resident communities in the Complex will have helped to finalize and to gazette the new delimitations and internal zoning of the PAs. New biodiversity friendly incentives created through the development of value chains and local benefits of PA and sustainable use of natural resources will change behaviors and increase support for PAs and biodiversity conservation. These actions will directly improve the conservation status of target ecosystems and they will help to reduce pressures on the PA Complex and adjacent areas. Critical actions to reduce ecological fragmentation between the OKM and WAP Complexes at the wider landscape level will be implemented to create the conditions for the eventual re-establishment of fauna migration paths, in particular elephants. Better ecological connectivity between the PA Complexes will increase ecosystem resilience and less fragmented landscapes will be an important natural asset, given the climatically uncertain future in all countries involved at sub-regional level.

48. **Expected global, national and local benefits:** The project will generate global biodiversity benefits in Togo mostly through the revitalisation of the country's PA system, which will, following the proposed reforms, vest long-term conservation security on approximately 578,000 ha (or 10.6% of the country's land surface) of ecologically rich and representative terrestrial landscapes, which are still fairly intact. The OKM Complex, covering 179,000 ha of diverse fauna and flora, will benefit directly from the improvement in PA management. The OKM Complex harbours important and threatened mammal and avian fauna. It is both a Ramsar site and an Important Bird Area (IBA). A strengthened and more effective PA system in Togo, demonstrated through direct PA management improvements in the OKM Complex, will reduce threats to the country's biodiversity and significantly increase the chance that these globally important areas and Togo's rich biodiversity are conserved in the future. Furthermore conditions for eco-regional important large mammal migration, in particular elephants, in West Africa will be reestablished by linking an operational OKM Complex and other critical habitats to the WAP Complex.

49. Major national benefits will include strengthened biodiversity conservation and PA management effectiveness of a rationalized PA system. The OKM Complex with two of Togo's priority PAs will be rehabilitated and brought under effective management. The project will provide significant assistance to Togo to meet its obligations under the CBD. New forms of partnerships, together with the preparation of innovative financial mechanisms for PA, will significantly reduce the need for allocations from the national budget for PA management. Awareness raising, promotion of PAs and their economic values at national and local level and new models for effective participation of local stakeholders in all PA decisions will significantly improve PA and biodiversity conservation acceptance in Togo. The government will benefit significantly from project contributions to the development of effective models for participatory PA co-management and natural resource management and a better definition of the respective roles of communities, local stakeholders, departments, regions and technical services. This will include greatly reduced need for government agent interventions as incentives will be developed for communities and local stakeholders to participate actively in PA surveillance/monitoring and to report poaching and other illegal activities. The experiences from the OKM complex can later be replicated to other PAs. Improved policy, legal and institutional frameworks will facilitate coordinated development planning and benefits sharing from sustainable PA and biodiversity use. The development of new PA value chains and alternative livelihoods will contribute to poverty alleviation and will provide a new model of better self-financing of PA and natural resource management for the country.

50. At the local level, PA staff, PA adjacent communities and local stakeholders will be direct beneficiaries of a strategy that links conservation and rehabilitation activities in PAs with integrated sustainable natural resource use, land use planning and the development of alternative incomes and livelihood through sustainable PA and natural resource value chains. These value chains will create additional benefits at local level and will lead to behavior change and support for PA and biodiversity conservation by the local populations. Improved funding, new benefit sharing and co-management models for PA infrastructure and operations will benefit the local level protected area management units, adjacent communities and other stakeholders in conservation outcomes. Management capacities of government PA

staff and local stakeholders for PAs and natural resources, especially at local level, will have been strengthened. In particular the integration of biodiversity conservation needs into existing or planned instruments for local governance of natural resources and work with local communities and departmental/regional structures through a multi stakeholder management board will significantly improve PA and ecosystem management capacities and leadership of local stakeholders in PA and natural resource management.

51. **System Boundaries.** In biological terms, the project field component is concerned with conservation and rehabilitation of Savannah ecosystems in northern Togo which include wetlands, gallery forests and tree, bush and forests savannahs of the Sudanese and Guinea-Sudanese Savannah biomes. Fauna conservation concerns high diversity of avifauna and mammals, including large migratory mammals of global significance, in particular elephants, and critical habitats for their sub-regional migration. Geographically, the project is concerned with the OKM Complex of 179,000 ha, which is built of two adjacent PAs, and surrounding areas. Administratively the complex is located in three Departments: Oti and Kpendjal (Région des Savanes) and Kéran (Région de la Kara). The OKM Management unit of the project will be based in Mango, main town of the Oti Department and location of the Regional Direction of the Ministry of Environment and Forestry in the Region 'Les Savanes'. The project will run for a five year period and is projected to begin in early 2011.

COST-EFFECTIVENESS

52. The project will enable Togo to manage more effectively the rationalized national terrestrial PA system of 578,000 ha and to improve biodiversity conservation. PA rehabilitation and effective management will be applied at site level directly to 179,000 ha of the OKM complex at a cost of $6.87 per hectare financed by GEF funds (co-financing and partner managed co-financing excluded). This is a very modest investment for the benefits that the project is slated to generate, but also for the opportunities that it can leverage beyond its own scope, e.g. to replicate the model in other PAs in Togo and to demonstrate how increased operationalization and ecological connectivity can contribute to biodiversity conservation. Additionally the project will show a nature-based adaptation measure in the face of climate change. The project represents a rather cost effective option when compared e.g. with the costs of re-planting rain forest ecosystems with native species, which can run from hundreds to thousands of dollars per hectare.

53. Even more important than the moderate cost of PA rehabilitation are the measures to be introduced by the project for PA marketing and new PA value chains. These measures will decrease significantly the costs of PA management and of sustainable natural resource management. Large areas of the OKM Complex will be zoned for multiple sustainable uses. Local populations will not be totally excluded from these zones. Communities and local stakeholders will be brought on as partners in the sustainable management. This will allow the project to seek out and work with local communities and stakeholders to share management responsibilities and costs, as well as to develop sustainable economic activities that can benefit these partners and that can reduce pressures on the PAs at the same time. With these proper incentives, the local communities who are living in and around the PAs can all become surveillance agents who report on poaching and other illegal activities at very little cost. The sense of empowerment by local populations and the respect they feel when viewed as partners in PA and natural resource management, rather than as potential poachers or lawbreakers, is a very low cost incentive for conservation. Experience across the UNDP/GEF portfolio shows that partnerships with communities involved in the management of PA and natural resources is effective, in terms of the conservation

objective being sought and the costs per unit of effort. This is because communities depend on the natural resources for their livelihood and it is in their interest to adopt any measure to improve the ecosystems' function and services. Through the adopted barrier-removal approach in this project, this partnership will help reduce and relocate activities causing negative impacts on faunal biodiversity and ecosystem functions. Conducting activities to enhance the ecosystems without the participation of key local stakeholders would otherwise be costly and not sustainable in the long term. Subcontracts and new partnerships with specialized private sector businesses, international research institutions and NGOs will not only ensure optimal cost-offsetting, but will help to negotiate and to prepare sustainable long term financing mechanisms for PA and natural resource management.

54. Other priority PAs in Togo also require attention, all these existing areas could benefit from general improved management effectiveness in the rationalized national PA system, the expected outcome of this project at national level. Because this project also focuses on PA management governance frameworks, the benefits at the system's level are being maximized. Additionally, there are other relevant interventions: The Regional UNDP/GEF Project W-Arly-Pendjari is active in the PA complex in the adjacent neighboring countries and the regional IUCN program for Protected Areas in Central and West Africa (PAPACO) support national and regional Protected Area systems. Focusing on the rehabilitation of the OKM Complex and reestablishment of connectivity with the WAP Complex will create important synergies and appears to be the most cost-effective course of action for eco-regionally significant impacts.

COUNTRY OWNERSHIP: COUNTRY ELIGIBILITY AND COUNTRY DRIVENNESS

55. The Government of Togo has ratified the following environmental management conventions:

Table 6. Selected Multilateral Environmental Agreements ratified by Togo

Convention	Date
UNCCD	1995
UNFCCC	1995
Convention on Biological Diversity (UNCBD)	1995
Cartagena protocol	2004
RAMSAR Convention	1995
Bonn Convention on Migratory Species (CMS)	1996
World Heritage Convention	1998
CITES	1979
African Convention on the conservation of nature and natural resources	1980

56. The project is expected to directly support since 1999 on-going efforts of the Directorate of Wildlife and Hunting for the rationalization and rehabilitation of Togo's PAs (ongoing since 1999). Rationalization and rehabilitation have been identified as priorities to overcome limited effectiveness of the PA system. It is aligned with priorities defined in the NBSAP, where the focus is on the strengthening of PAs, the sustainable management of biological resources and the strengthening of capacities for biodiversity conservation. Moreover, the project is supportive of the priorities outlined in the Poverty Reduction Strategy Paper (PRSP) for the management of Togo's natural resources, in the MDG Joint Poverty Reduction and Localization Program, and is also in line with the National Action Plan for the Environment (PNAE) adopted in July 2006. The PNAE is currently being operationalized through the National Program for Environmental Management (PNGE, 2008), which includes the National Program of Decentralized Environmental Management Actions (PNADE), likely to start mid 2010. In addition, the recent promulgation and adoption of the Forestry Code (2008) and of the Framework Law on the

Environment (May 2008) represent important advances with respect to the legal and policy aspects of biodiversity management and show the will of the government to take cross-cutting environmental aspects into account and to integrate the work of civil society into the country's development processes. E.g., in its articles 24-29, the Framework Law lays the legal foundation for partnerships between the central State, local government and the other non-governmental actors, including communities, in the sustainable management of Togo's natural environment. By integrating local stakeholders (communes, civil society) in PA and land use planning and management the project is furthermore in line with article 141 of the Constitution (1992) and the mid-term objectives of the ongoing public administration reform and decentralization process, fixed by the decentralization laws No. 98-006 and No. 2007-011, which regulates the transfer of responsibilities to regions, departments and communes including land tenure and environment/natural resources management (articles 53, 138, 199).

57. Finally, the design of this project draws on a PA management effectiveness assessment conducted by IUCN for the Government in 2008 (see website for results). The government has endorsed the general conclusions of the assessment and indicated that the project should give priority to implementing several of the recommendations contained in it. Furthermore, this project takes into consideration the results of a study conducted in 2001 concerning the rehabilitation of PAs in Togo, financed by the European Union, as well as a Biodiversity and Forest Assessment (2008) financed by USAID. The project is in strong conformity with the national priority programs and policies and complements ongoing international biodiversity conservation initiatives at eco-regional level by improving trans-boundary PA connectivity.

SUSTAINABILITY AND REPLICABILITY

58. The long-term viability and sustainability of the project will depend greatly on institutionalizing the capacity built by the project. All capacity building activities anticipated in the project are expected to have long term impact, either at the local level or at the national level or partly at the regional level in cooperation with neighboring countries.

59. Environmental sustainability: The overall strategy of participatory development of sustainable use and protection zones within and around the OKM complex combined with improved PA management capacities is designed for improved environmental sustainability. Ecological sustainability will be strengthened through the PA rehabilitation and the development of effective management tools. Rendering the OKM complex operational, including physical rehabilitation, will contribute significantly to the conservation of the most important wildlife faunal migration corridors at regional level, particularly of West African elephants. More importantly, ecological sustainability will be significantly enhanced through the development of new partnerships with the main local stakeholders – communities, civil society organizations and communes. New biodiversity value chains will be developed for the local populations in ways that create incentives for biodiversity conservation. Multiple use sustainable natural resource management will be developed for buffer and transition zones. Awareness raising, community involvement and direct benefits from new PA value chains will reinforce PA acceptance including biodiversity surveillance and effectiveness of poaching control. These new participatory approaches are critical for the conservation of biodiversity of global importance because of general low acceptance of PA in Togo and very limited capacity of government to finance conventional, centrally managed PA and to enforce existing regulations.

60. Financial sustainability: This project will help to develop and to experiment new models for more sustainable PA financing, at site level (output 2.3.) and at PA system level (output 1.5, 1.6). Through the project DFC will have the institutional and financial tools necessary to identify and implement a range of

affordable and sustainable financing options and mechanisms for funding PA planning and management. New co-management arrangements and partnerships for protected areas with communities and other local stakeholders will greatly reduce the costs of PA management at site level. PA promotion and marketing are essential measures to mobilize the self financing potential of PAs. In particular the involvement of the private sector in PA investments and recurrent costs will play a pivotal role in the future. It is estimated that the PAs percentage of self-funded revenues of the concerned PAs will rise significantly during the project lifetime. At system level legal, political, institutional and fiscal reforms will increase DFC self financing and its overall financial sustainability (outcome 1). Several outputs will develop innovative sustainable long term financing mechanisms. Local co-management arrangements with the riperain communities will present not only a very cost effective solution for several PA management tasks but an alternative income for the local communities too.

61. Social sustainability: Environmental and social sustainability are intimately linked. The principal threats to biodiversity and the integrity of the ecosystem are human induced. The participatory new delimitation of the PAs in the OKM complex will assure a maximum of social acceptance of the PA. Participatory management tools (zoning-, management- and business plans) will ensure that legal interests of concerned communities are taken into account. Promoting local multi-stakeholder planning and decision making processes and co-management arrangements will ensure social sustainability of the project and the PAs. Empowerment of riparian communities and co-management partnerships will be a visible sign of the new 'political will' in Togo. It will create a new sense of pride amongst local communities and a greater sense that they are an important part of a management system. The project will inter alia put in place a participatory surveillance network. Furthermore the project will reduce the pressures on the biodiversity by supporting the local communities to develop sustainable economic alternatives outside the PA zones. These new sources of income (ecotourism, benefit sharing models, small game farming, beekeeping) will create new incentives for conservation and sustainable natural resource management. In particular revenue generation from ecotourism reactivation will not only create an income source for local communities but it will contribute significantly to improve the overall image of PAs in Togo (at national and regional level)..

62. Institutional sustainability: The DFC is fully engaged and committed to the PA rationalization exercise. The DFC has the principal responsibility, on behalf of the State, for PA management and efforts to raise DFC's human and institutional capacities will help to ensure that follow-up efforts are undertaken in a professional and cost effective manner. The principal guarantees of the institutional sustainability of the project reside in: a) multiple stakeholder coordination and decision boards at national and site level which will assure that PA decisions are supported by a large public and all concerned institutional stakeholders, b) the development of new co-management mechanisms for PA including adjacent communities, private sector, NGOs, research institutions and technical services. The legitimacy of new partnerships with adjacent communities, private sector businesses and NGO in and around the OKM complex will be formalized through legal co-management agreements signed by the local representative (PA conservators) of the Directorate of Wildlife and Hunting (DFC) within the MERF. These local agreements will also provide the legal basis for user rights and the involvement of adjacent communities in the management of the PA. The project will furthermore support inter-disciplinary coordination and decision mechanisms at all levels and work to integrate PA and important habitat conservation into larger (regional, departmental) land use and development plans.

63. On the whole, sustainability will be promoted by the partnership and consultation mechanism to be developed between development and conservation-oriented initiatives for all outcomes. Such partnership/consultations will reduce contradictions among different development interests and promote cost effectiveness.

64. Replicability: The proposed project's activities have high potential for replication. In particular,

participatory PA zoning-, management- and business plan development, multi stakeholder coordination and decision boards, PA rehabilitation and conservation activities, eco-tourism analysis and alternative livelihood activities can all be replicated in other Togo's PAs. Most of the strategic elements of the approaches to be developed by this project, in particular, co-management models and new public/private partnerships for PA management, can be replicated and adapted throughout the rationalized PA system. Participatory land use zoning and planning for sustainable use may be replicable in all rural areas. The development of biodiversity value chains in ways that create incentives for conservation is a broadly applicable approach. If alternative livelihoods, built on sustainable PA and natural resource management, can shown to be effective, then donors who fund poverty alleviation may add ecotourism development, small game farming or beekeeping as activities to be replicated wherever conditions are appropriate. Furthermore the GEF Alternative includes support for improving policy, legal and institutional frameworks for the management effectiveness of the national PA network. This includes (i) the finalization of the 'requalification' exercise which will lead to a new manageable and representative PA system and (ii) a large part of the capacity building measures of the project will serve to strengthen DFC capacities which will serve the whole system. DFC will furthermore have primary responsibility for disseminating lessons learned and for rendering the rationalized PA system operational.

PART III: Management Arrangements

65. The project will be implemented by the United Nations Development Program (UNDP) under its National Execution (NEX) modality over a period of 5 years, from the date of PRODOC signature. The lead executing agency will be Directorate of Wildlife and Hunting (DFC). DFC is the primary authority responsible for biodiversity conservation in Togo. In its capacity of national executing agency, the DFC will be responsible for the supervision of the project, production of outputs and management of UNDP funds at the national level. DFC is accountable to UNDP for the government's participation in the project and therefore will provide overall guidance and support to implementation of all project activities. It will facilitate project implementation and ensure that internal monitoring and review systems are in place.

66. To achieve project objectives and produce required outputs on time, on scope and on budget, MERF will establish collaboration agreements with key institutions, organizations and individuals that will play key roles in execution of the project, as defined in this project document. These may be at the local, national or international level, all according to UNDP procedures. In particular, a technical assistance service provision agreement will be signed between MERF and IUCN for the implementation of specific activities as defined in the outlined TOR (see Section IV - Part I). the TOR will be more fully developed, the agreement duly negotiated and celebrated. The ideal timing is between the project's submission to the GEF's CEO Endorsement (Dec 2010) and the expected date for the project's inception (April-May 2011), when a final agreement should be in place. Agreements with local NGOs will also follow a similar timing for conclusion (e.g. on the involvement of local NGOs in the implementation of activities under outputs 2.4 and 2.5.

67. A National Project Coordinator will be competitively selected according to NEX procedures to lead the coordination of the project. This person will coordinate and implement project activities with support from a qualified international to be recruited by UNDP, the Chief Technical Advisor. UNDP will also request MERF to appoint a focal point for the project in the government to ensure support for the implementation of the project and to be responsible for the achievement of its objectives within the executing structures. This will strengthen the follow-up and ownership of project results by the executing structures. The National Project Coordinator will work in close collaboration with the government focal point for the project towards the achievement of the project outcomes and objective. In order to support

the realization of the specific outputs, the project will engage short, medium and long term national and international expertise as described in Section IV - Part II ('Overview of Inputs from Technical Assistance Consultants').

68. The project will be executed in accordance with UNDP Togo's national execution modalities (NEX) and applicable DEX modalities for international consultancies for which foreign currency payment of fees is expected.

69. UNDP Togo will work with the UNDP EEG (Environment and Energy Group) Regional Coordination for Africa, together with MERF, to carry out all required acquisitions and ensure timely delivery of project outputs and outcomes. UNDP Togo will also provide administrative and financial oversight of the execution.

OVERSIGHT

70. Oversight of project activities will be the responsibility of two committees: the Project Steering Committee (PSC) and the Technical Advisory Committee (TAC), chaired by the DFC (Directorate of Wildlife and Hunting) and/or by UNDP through alternation or any other mechanism that may be defined. Day-to-day operational oversight will be ensured by UNDP in Lomé. Strategic oversight will be ensured by the UNDP EEG Regional Technical Advisor (RTA) responsible for the project. 'Section IV' contains a simplified scheme that expresses the relationship between the different entities described in this chapter. See also Table 10 and Table 11 further down for details.

CENTRAL LEVEL

71. The project will receive policy guidance and oversight from a Project Steering Committee (PSC), chaired by DFC. The project's National Project Coordinator (NPC) will function as secretary to the PSC. Members of the PSC will include not only DFC and UNDP representatives (including UNDP's Environment and Energy Group) but also any institutions that have a responsibility for biodiversity conservation or natural resource management or that have a financial stake in the project. These members will include other ministries, institutes, organizations or partners, including project co-financiers and concerned communes/local authorities. The PSC will be responsible for: i) making management decisions, preferably on a consensus basis, including approving project work plans and budgets; ii) coordination among the various government agencies; (iii) guiding the program implementation process to ensure alignment with national and local policies and planning processes; (iv) ensuring that activities are fully integrated with other developmental initiatives in the region and (iv) overseeing the work being carried out and monitoring the effectiveness of project implementation. Project reviews will be made by this group at designated decision points throughout the course of the project. The PSC shall meet annually unless urgent decision-making, raised by the NPC is necessary.

72. The NPC will have overall responsibility for the delivery of outputs on time, on scope and on budget. He/she will ensure that all UNDP administrative and financial procedures are adhered to. The NPC will collaborate with other key development partners such as the European Union (PNADE), World Bank (PDC), FAO, SCAC (APRODECT), MAEP (PNIASA), IUCN's Commissions and MIKE Programme, and national and international environmental NGOs, to support a coherent and synergetic approach to PA and natural resource management in Togo. The NPC will furthermore assure contacts and

inputs from the most relevant regional institutions, in particular IUCN and WAP. The NPC will be supported by a project support team and a technical advisory team. The Project Management Unit (PMU) will be housed in the DFC office (Lomé) in order to reduce transaction costs and to build synergies and linkages with other relevant programs at the national and regional level. The PMU will be in charge of the project outputs at national level and for the monitoring of field activities. The PMU will consist of the NPC, an administrative/financial assistant (also in charge of liaising with DFC and UNDP on HR issues) and a project assistant for M&E (databases and GIS) that will also fill the role of secretary. In addition, the PMU will be supported by a CTA, national and international consultants and other contracted technical services especially in the first 2.5 years of the project. The CTA will be an expert in monitoring, information management and evaluation and should preferably have technical expertise in the area of participatory natural resource management, biodiversity conservation and protected areas strategies. The CTA will provide technical guidance to the NPC, project staff in the field unit, in the PAs and other government counterparts in the areas of project management and planning, management of site activities, monitoring, external relations (including international level) and impact assessment. The CTA will assist with compiling lessons learned and sharing experiences internationally. Finally, the CTA will help coordinate the work of all consultants and sub-contractors, ensuring technical quality, timely delivery of expected outputs and effective synergy among the various activities. At the national level, the project is expected to employ consultants in the following areas: EEC, conflict management, socio-economics (alternative livelihoods) and climate change. Other, short term national consultants will include those with skills in legal & policy and institutional reforms, and public finance & planning. At the international level, the project will employ expert consultants with considerable international experience in the areas of PA finance, PA planning & management, ecological monitoring systems, eco-systemic approaches/ wildlife migration corridors and ecotourism development/PA marketing. All consultants (national and international) will report directly to the NPC in close consultation with the Chief Technical Advisor (CTA) in the first half of the project life. An international intermittent back - stopper (may be the same person, if applicable) will assure planning support to the PMU after the contract of the CTA. More details are indicatively defined under 'Section IV'.

73. It is expected that the Togo Government will contribute significantly to the staffing needs and urgent PA infrastructure rehabilitation at the project site level in the concerned PAs of the OKM complex. Support staff such as drivers and secretaries will be directly provided by DFC and the dispersed (deconcentrated) Directorates of the MERF. But also other temporary personnel such as consultants for specific themes will be provided by the government, in accordance with the applicable NEX modality for the project.

74. Technical support to the Project Management Unit (PMU) and to the PSC will be provided by the Technical Advisory Committee (TAC), represented by DFC within the MERF. The membership of the TAC will be composed of both national and international institutions with scientific and technical expertise relevant to the project. Membership may evolve over time as different scientific and technical issues come to the fore. TAC will regularly review progress towards project objectives, and will provide technical coordination with other on-going relevant and complementary development programs and projects in Togo. The TAC will furnish scientific and technical advice at the request of the Project Management Unit or of the Steering Committee. In particular the TAC will contribute to the conception and establishment of baseline studies and the monitoring and evaluation system (M&E) foreseen in project. TORs for sub-contracts will be sent to members of the TAC for comment. The TAC will associate, as appropriate, representatives from the Ministry of Agriculture, Livestock resources and fisheries (MAEP); Ministry of Planning and Local Development (MATDCL), in particular Project of Local Development (PDC); University of Lomé; leading environmental NGOs and others.

SITE LEVEL

75. A pivotal objective of the proposed project is to ensure the participation of local communities and other local stakeholders (e.g. dispersed (deconcentrated) technical services, NGOs and tourism industry) in PA co-management in the selected PA and in natural resource management in adjacent areas. Awareness raising for PA and biodiversity conservation and their economic values, inter alia by study trips to PA in neighboring counties, will be a central element to increase motivation of local communities to participate in the project. Local communities and communes (when they will be operational), in particular AVGAP, UAVGAP and CVD will be strengthened in their capacity to deal with land use planning/sustainable natural resource management and PA issues. These organizations of the local communities and local NGOs will be the key actors of all project activities at site level. Capacities of PA staff and the regional and prefectoral directorates of the Ministry of Environment will be strengthened to fulfill their roles in PA management and to apply participatory approaches for PA delimitation, zoning, land-use planning and cooperation with local communities to reduce pressures on the PAs.

76. The Oti-Kéran-Mandouri Management Unit (OKMMU) will be based at the regional environment service in Mango and will directly support the development of effective management systems for the two PA of the OKM complex and the related PA-specific tasks (co-management agreements, participatory delimitation and zoning, rehabilitation management and business plans). The Unit will be composed by a site manager (responsible for stakeholder involvement and PA management and investment planning); an expert in social mobilization and sustainable alternative livelihoods; an expert specialized in participatory natural resources management/land-use planning, an expert in ecological monitoring methodologies and support personnel (driver). The OKMMU will work closely with the PA staff and the regional and departmental offices of the Ministry of Environment, government extension services in particular from the MAEP and the Ministry of Planning and Local Development, NGOs, private sector, projects and service providers, all of whom will advise and support the project activities in and around the two PA of the OKM complex. Pivotal roles beside support to classical PA specific tasks will be the creation of a multi stakeholder OKM complex Management Board to assure broad stakeholder participation in PA decisions and the support to the elaboration of micro-projects for alternative livelihoods and project related investments of riparian communities. The project will support the elaboration of the micro-projects and help the communities to address their project proposals to appropriate financing source (in particular PDC, PNADE). Further tasks of the OKMMU will concern sustainable natural resource management and land use planning in PAs and at critical sites for faunal migration outside the PA and the establishment of cooperation frameworks with the PAs in the neighboring countries to reestablish the ecological connectivity at eco-regional level, in particular with the WAP complex.

77. The OKMMU will be supported from the HQ based in Lomé by the NPC, the CTA and the project's short term consultants. OKMMU will coordinate, supervise, assist, control, monitor and report on the project's execution at the local level and will report to the NPC on a regular basis. The unit will be responsible for project planning and execution at the local level, maintaining overall project accounts, and monitoring performance.

78. An inception workshop will be held, preferably within 3 months (but not more than 6 months) to ensure an effective project start up. This workshop will serve; (i) to inform all stakeholders of the project's inception; (ii) to familiarize stakeholders with project outputs and goals; (iii) to refine the SRF indicators and the selected outputs and activities; (iv) to develop an M&E framework specific to site-level activities and (v) to finalize TORs for the Steering Committee, subcontracts, and key project consultants.

PART IV: Monitoring and Evaluation Plan and Budget

MONITORING AND REPORTING[6]

79. Project monitoring and evaluation will be conducted in accordance with established UNDP and GEF procedures and will be provided by the project team and the UNDP Country Office (UNDP-CO) with support from the UNDP EEG (Environment and Energy Group) Regional Coordination Units in Dakar and Pretoria. The Strategic Results Framework Matrix (Section II, part I) provides performance and impact indicators for project implementation along with their corresponding means of verification. The PA Management Effectiveness Tracking Tool (METT), including the Financial Scorecard (Annex 2, 3) and Capacity Assessment Scorecard (Annex 4) will all be used as instruments to monitor progress in PA management effectiveness and project progress. The M&E plan includes: the inception workshop report, project implementation reviews, quarterly and annual review reports and mid-term and final evaluations. The following sections outline the principal components of the Monitoring and Evaluation Plan and indicative cost estimates related to M&E activities. The project's Monitoring and Evaluation Plan will be presented and finalized in the Project's Inception Report following a collective fine-tuning of indicators, means of verification and the full definition of project staff M&E responsibilities.

Inception Phase

80. A Project Inception Workshop will be conducted with the full project team, relevant government counterparts, co-financing partners, the UNDP-CO and representation from the UNDP EEG Regional Coordinating Unit, as well as UNDP EEG (HQs) as appropriate. Project partners already working or potentially working in the northern savannah biome in the regions 'Les Savanes' and 'Kara' will be full participants in the Inception Workshop – EU (PNADE), World Bank (PDC), NGO RAFIA, CARTO, IFDC (project 1000s+), SCAC (APRODECT), FAO, AVSF, French Red Cross, University of Lomé, NGO Friends of the Earth, NGO INADES etc. The participation of the most relevant regional projects and institutions, in particular IUCN (PAPACO) and WAP, is highly recommended. A fundamental objective of this Inception Workshop will be to assist the project team to understand and take ownership of the project's goal and objective as well as to finalize preparation of the project's first annual work plan on the basis of the strategic results framework (SRF). This will include reviewing the SRF (indicators, means of verification, assumptions), imparting additional detail as needed, and on the basis of this exercise, finalizing the Annual Work Plan (AWP) with precise and measurable performance indicators and in a manner consistent with the expected outcomes for the project. Additionally, the purpose and objective of the Inception Workshop (IW) will be to: (i) introduce project staff with the UNDP EEG team which will support the project during its implementation, namely the CO and responsible Regional Coordinating Unit staff; (ii) detail the roles, support services and complementary responsibilities of UNDP-CO and RCU staff vis-à-vis the project team; (iii) provide a detailed overview of UNDP EEG reporting and monitoring and evaluation (M&E) requirements, with particular emphasis on the Annual Project Implementation Reviews (PIRs) and related documentation, the Annual Review Report (ARR) as well as mid-term and final evaluations. Equally, the IW will provide an opportunity to inform the project team on UNDP project related budgetary planning, budget reviews, and mandatory budget rephasings. The IW will also provide an opportunity for all parties to understand their roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines, and conflict resolution mechanisms. The terms of reference for project staff and decision-making structures will be discussed again, as needed, in order to clarify for all, each party's responsibilities during

[6] As per GEF guidelines, the project will also be using the BD 1 Management Effectiveness Tracking Tool (METT). New or additional GEF monitoring requirements will be accommodated and adhered to once they are officially launched.

the project's implementation phase.

Monitoring responsibilities and events

81. A detailed schedule of project review meetings will be developed based on the project management and in consultation with project implementation partners and stakeholder representatives and incorporated in the Project Inception Report. Such a schedule will include: (i) tentative time frames for Steering Committee Meetings, Project Board Meetings and (ii) project related Monitoring and Evaluation activities. Day-to-day monitoring of implementation progress will be the responsibility of the National Project Coordinator based on the project's Annual Work Plan and its indicators. The National Project Coordinator will inform the UNDP-CO of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion. The National Project Coordinator will fine-tune the progress and performance/impact indicators of the project in consultation with the full project team at the Inception Workshop with support from UNDP-CO and assisted by the UNDP EEG Regional Coordinating Unit. Specific targets for the first year implementation progress indicators together with their means of verification will be developed at this Workshop. These will be used to assess whether implementation is proceeding at the intended pace and in the right direction and will form part of the Annual Work Plan. The local implementing agencies will also take part in the Inception Workshop in which a common vision of overall project goals will be established. Targets and indicators for subsequent years would be defined annually as part of the internal evaluation and planning processes undertaken by the project team.

82. Measurement of impact indicators related to global biodiversity benefits will occur according to the schedules defined in the Inception Workshop and using METT scores. The measurement of these will be undertaken through subcontracts or retainers with relevant institutions. Periodic monitoring of implementation progress will be undertaken by the UNDP-CO through quarterly meetings with the DGEEF, or more frequently as deemed necessary. This will allow parties to take stock and to troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities.

83. Annual Monitoring will occur through the Project Board Meetings (PBM). This is the highest policy-level meeting of the parties directly involved in the implementation of a project. The project will be subject to PBMs two times a year. The first such meeting will be held within the first six months of the start of full implementation.

84. The National Project Coordinator, in consultations with UNDP-CO and UNDP EEG RCU, will prepare a UNDP EEG PIR/ARR and submit it to PBM members at least two weeks prior to the PBM for review and comments. The PIR/ARR will be used as one of the basic documents for discussions in the PB meeting. The National Project Coordinator will present the PIR/ARR to the Project Board, highlighting policy issues and recommendations for the decision of the PBM participants. The National Project Coordinator also informs the participants of any agreement reached by stakeholders during the PIR/ARR preparation on how to resolve operational issues. Separate reviews of each project component may also be conducted if necessary. The Project Board has the authority to suspend disbursement if project performance benchmarks are not met. Benchmarks will be developed at the Inception Workshop, based on delivery rates, and qualitative assessments of achievements of outputs.

85. The terminal PBM is held in the last month of project operations. The National Project Coordinator is responsible for preparing the Terminal Report and submitting it to UNDP-CO and UNDP EEG RCU. It shall be prepared in draft at least two months in advance of the terminal PBM in order to allow review, and will serve as the basis for discussions in the PBM. The terminal meeting considers the

implementation of the project as a whole, paying particular attention to whether the project has achieved its stated objectives and contributed to the broader environmental objective. It decides whether any actions are still necessary, particularly in relation to sustainability of project results, and acts as a vehicle through which lessons learnt can be captured to feed into other projects under implementation of formulation.

86. UNDP Country Offices and UNDP EEG RCU as appropriate, will conduct yearly visits to project sites based on an agreed upon schedule to be detailed in the project's Inception Report/Annual Work Plan to assess first hand project progress. Any other member of the Project Board can also accompany. A Field Visit Report/BTOR will be prepared by the CO and UNDP EEG RCU and circulated no less than one month after the visit to the project team, all Project Board members, and UNDP EEG.

Project start

87. A Project Inception Workshop will be held within the first 2 months of project start with those with assigned roles in the project organization structure, UNDP country office and where appropriate/feasible regional technical policy and programme advisors as well as other stakeholders. The Inception Workshop is crucial to building ownership for the project results and to plan the first year annual work plan.

88. The Inception Workshop should address a number of key issues including:

a) Assist all partners to fully understand and take ownership of the project. Detail the roles, support services and complementary responsibilities of UNDP CO and RCU staff vis à vis the project team. Discuss the roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines, and conflict resolution mechanisms. The Terms of Reference for project staff will be discussed again as needed.
b) Based on the project results framework and the relevant GEF Tracking Tool if appropriate, finalize the first annual work plan. Review and agree on the indicators, targets and their means of verification, and recheck assumptions and risks.
c) Provide a detailed overview of reporting, monitoring and evaluation (M&E) requirements. The Monitoring and Evaluation work plan and budget should be agreed and scheduled.
d) Discuss financial reporting procedures and obligations, and arrangements for annual audit.
e) Plan and schedule Project Board meetings. Roles and responsibilities of all project organisation structures should be clarified and meetings planned. The first Project Board meeting should be held within the first 12 months following the inception workshop.

89. An Inception Workshop report is a key reference document and must be prepared and shared with participants to formalize various agreements and plans decided during the meeting.

Quarterly

- Progress made shall be monitored in the UNDP Enhanced Results Based Managment Platform.
- Based on the initial risk analysis submitted, the risk log shall be regularly updated in ATLAS. Risks become critical when the impact and probability are high. Note that for UNDP GEF projects, all financial risks associated with financial instruments such as revolving funds, microfinance schemes, or capitalization of ESCOs are automatically classified as critical on the basis of their innovative nature (high impact and uncertainty due to no previous experience justifies classification as critical).

- Based on the information recorded in Atlas, a Project Progress Reports (PPR) can be generated in the Executive Snapshot.
- Other ATLAS logs can be used to monitor issues, lessons learned etc... The use of these functions is a key indicator in the UNDP Executive Balanced Scorecard.

Annually: Annual Project Review/Project Implementation Reports (APR/PIR)

The APR/PIR is prepared to monitor progress made since project start and in particular for the previous reporting period (30 June to 1 July). The APR/PIR combines both UNDP and GEF reporting requirements.

90. The APR/PIR includes, but is not limited to, reporting on the following:
- Progress made toward project objective and project outcomes - each with indicators, baseline data and end-of-project targets (cumulative)
- Project outputs delivered per project outcome (annual).
- Lesson learned/good practice.
- AWP and other expenditure reports
- Risk and adaptive management
- ATLAS QPR
- Portfolio level indicators (i.e. GEF focal area tracking tools) are used by most focal areas on an annual basis as well.

Periodic Monitoring through site visits

91. UNDP CO and the UNDP RCU will conduct visits to project sites based on the agreed schedule in the project's Inception Report/Annual Work Plan to assess first hand project progress. Other members of the Project Board may also join these visits. A Field Visit Report/BTOR will be prepared by the CO and UNDP RCU and will be circulated no less than one month after the visit to the project team and Project Board members.

Mid-term of project cycle

92. The project will undergo an independent Mid-Term Evaluation at the mid-point of project implementation (insert date). The Mid-Term Evaluation will determine progress being made toward the achievement of outcomes and will identify course correction if needed. It will focus on the effectiveness, efficiency and timeliness of project implementation; will highlight issues requiring decisions and actions; and will present initial lessons learned about project design, implementation and management. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project's term. The organization, terms of reference and timing of the mid-term evaluation will be decided after consultation between the parties to the project document. The Terms of Reference for this Mid-term evaluation will be prepared by the UNDP CO based on guidance from the Regional Coordinating Unit and UNDP-GEF. The management response and the evaluation will be uploaded to UNDP corporate systems, in particular the UNDP Evaluation Office Evaluation Resource Center (ERC).

93. The relevant GEF Focal Area Tracking Tools will also be completed during the mid-term evaluation cycle.

End of Project

94. An independent Final Evaluation will take place three months prior to the final Project Board

meeting and will be undertaken in accordance with UNDP and GEF guidance. The final evaluation will focus on the delivery of the project's results as initially planned (and as corrected after the mid-term evaluation, if any such correction took place). The final evaluation will look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental benefits/goals. The Terms of Reference for this evaluation will be prepared by the UNDP CO based on guidance from the Regional Coordinating Unit and UNDP-GEF.

95. The Terminal Evaluation should also provide recommendations for follow-up activities and requires a management response which should be uploaded to PIMS and to the UNDP Evaluation Office Evaluation Resource Center (ERC).

96. The relevant GEF Focal Area Tracking Tools will also be completed during the final evaluation.

97. During the last three months, the project team will prepare the Project Terminal Report. This comprehensive report will summarize the results achieved (objectives, outcomes, outputs), lessons learned, problems met and areas where results may not have been achieved. It will also lay out recommendations for any further steps that may need to be taken to ensure sustainability and replicability of the project's results.

Learning and knowledge sharing

98. Results from the project will be disseminated within and beyond the project intervention zone through existing information sharing networks and forums.

99. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to project implementation though lessons learned. The project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects. There will be a two-way flow of information between this project and other projects of a similar focus.

100. Periodic Thematic Reports: As and when called for by UNDP, UNDP EEG or the Implementing Partner, the project team will prepare Specific Thematic Reports, focusing on specific issues or areas of activity. The request for a Thematic Report will be provided to the project team in written form by UNDP and will clearly state the issue or activities that need to be reported on. These reports can be used as a form of lessons learned exercise, specific oversight in key areas, or as troubleshooting exercises to evaluate and overcome obstacles and difficulties encountered. UNDP is requested to minimize its requests for Thematic Reports and, when such are necessary, will allow reasonable timeframes for their preparation by the project team.

101. Technical Reports are detailed documents covering specific areas of analysis or scientific specializations within the overall project. As part of the Inception Report, the project team will prepare a draft Reports List, detailing the technical reports that are expected to be prepared on key areas of activity during the course of the Project, and tentative due dates. Where necessary this Reports List will be revised and updated, and included in subsequent APRs. Technical Reports may also be prepared by external consultants and should be comprehensive, specialized analyses of clearly defined areas of research within the framework of the project and its sites. These technical reports will represent, as appropriate, the project's substantive contribution to specific areas, and will be used in efforts to disseminate relevant information and best practices at local, national and international levels.

102. Project Publications will form a key method of crystallizing and disseminating the results and achievements of the Project. These publications may be scientific or informational texts on the activities

and achievements of the Project, in the form of journal articles, multimedia publications, etc. These publications can be based on Technical Reports, depending upon the relevance, scientific worth, etc. of these Reports, or may be summaries or compilations of a series of Technical Reports and other research. The project team will determine if any of the Technical Reports merit formal publication, and will also (in consultation with UNDP, the government and other relevant stakeholder groups) plan and produce these Publications in a consistent and recognizable format. Project resources will need to be defined and allocated for these activities as appropriate and in a manner commensurate with the project's budget.

AUDIT CLAUSE

103. The Government will provide the Resident Representative with certified periodic financial statements, and with an annual audit of the financial statements relating to the status of UNDP (including GEF) funds according to the established procedures set out in the Programming and Finance manuals. The Audit will be conducted according to UNDP financial regulations, rules and audit policies by the legally recognized auditor of the Government, or by a commercial auditor engaged by the Government.

Table 7. M&E Activities, Responsibilities, Budget and Time Frame

Type of M&E activity	**Responsible Parties**	**Budget US$** *Excluding project team staff time*	**Time frame**
Inception Workshop	Project Coordinator UNDP CO UNDP GEF	8,000	Within first two months of project start up
Inception Report	Project Team UNDP CO	None	Immediately following IW
Measurement of Means of Verification for Project Purpose Indicators	Project Manager will oversee the hiring of specific studies and institutions, and delegate responsibilities to relevant team members	To be finalized in Inception Phase and Workshop. Indicative cost: 5,000. *	Start, mid and end of project
Measurement of Means of Verification for Project Progress and Performance (measured on an annual basis)	Oversight by Project Manager Project team	To be determined as part of the Annual Work Plan's preparation. Indicative cost: 5,000 (annually); total: 15,000	Annually prior to ARR/PIR and to the definition of annual work plans
ARR and PIR	Project Team UNDP-CO UNDP-GEF	None	Annually
Quarterly progress reports	Project team	None	Quarterly
CDRs	Project Manager	None	Quarterly
Issues Log	Project Manager UNDP CO Programme Staff	None	Quarterly

Type of M&E activity	Responsible Parties	Budget US$ *Excluding project team staff time*	Time frame
Risks Log	Project Manager UNDP CO Programme Staff	None	Quarterly
Lessons Learned Log	Project Manager UNDP CO Programme Staff	None	Quarterly
Mid-term Evaluation	Project team UNDP- CO UNDP-GEF Regional Coordinating Unit External Consultants (i.e. evaluation team)	25,000	At the mid-point of project implementation.
Final Evaluation	Project team, UNDP-CO UNDP-GEF Regional Coordinating Unit External Consultants (i.e. evaluation team)	25,000	At the end of project implementation
Terminal Report	Project team UNDP-CO local consultant	0	At least one month before the end of the project
Lessons learned	Project team UNDP-GEF Regional Coordinating Unit (suggested formats for documenting best practices, etc.)	1,000 (average 250 per year x 4)	Yearly
Audit	UNDP-CO Project team	3,000	Yearly
TOTAL indicative COST *Excluding project team staff time and UNDP staff and travel expenses*		US$ 82,000	

* Note: An amount $70K has been reserved in the budget (from UEMOA funds) for the inclusion of the OKM Complex into the assessments of IUCN's MIKE programme with respect to ecological management. The frequency is every 5 years. Data from the MIKE programme has been used to generate several maps contained in the project's Atlas (see separate file).

PART V: Legal Context

104. This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA and all CPAP provisions apply to this document.

105. Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

106. The implementing partner shall:

a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

107. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

108. The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

SECTION II: STRATEGIC RESULTS FRAMEWORK (SRF) AND GEF INCREMENT

PART I: Strategic Results Framework, SRF (formerly GEF Logical Framework) Analysis

INDICATOR FRAMEWORK AS PART OF THE SRF

Objective/ Outcome	Indicator	Baseline	End of Project target	Source of Information	Risks and assumptions
Objective – Strengthen the management of Togo's protected area system to improve its contribution to biodiversity conservation by demonstrating effective approaches to PA rehabilitation and management.	1. Coverage of the National Protected Area System of Togo	A dysfunctional PA Estate: 793,000 ha in 83 sites, many of which serve no conservation purpose and are currently a burden for the PA system	A rationalized PA estate: 578,250 ha (with ~ 456,883 ha in 10 priority PA)	Mid-Term and Final Evaluations Official gazette for the legal status of re-demarcated PAs (arrêtés)	Risks: Weak governance may undermine government's commitment and ability to strengthen the PA system Political and institutional support for the rehabilitation of the PAs in the OKM complex is insufficient and not a priority on Togo's development agenda Assumption: The finalization of the PA rationalization exercise continues to be a priority of the MERF.
	2. Estimated permanent and temporary populations of Elephants in Togo are increasing	~ 70 permanent (estimation 2010)	≥ 90 permanent (return of the ~20 (1990) elephants in Oti-Kéran)	National PA and ecological monitoring system, supported by the project Project site ecological monitoring system	
	3. PA in the Savannah biome of the OKM complex have zoning, management and business plans which include biodiversity conservation and riparian communities needs and are enforced	PA: 0 Agreements DFC –local communities (represented by 10 AVGAPs and 4 UAVGAPs), concerning co-management and natural resource use in PAs : 0	PA: 2 Agreements DFC –local communities (represented by 10 AVGAPs and 4 UAVGAPs), concerning co-management and natural resource use in PAs : ≥ 14	Signed agreed PA planning documents and annual number of reported and sanctioned violations of locally agreed natural resource use regulations	
Outcome 1 – Improved policy, legal and institutional framework for PA estate covering approximately 578,000 hectares.	4. Improved competence levels and standards of the institution responsible for PA, measured by increased scores of the Capacity Development Scorecard:	See PRODOC Annex 4 for a complete baseline reference	Scores, expressed in absolute terms, increase by at least 20%	Application of UNDP's Capacity Development Scorecard during project development, mid-term and final evaluations	Risks: Levels of central funding to sustain the consolidation of the rationalized PA System may not be sufficient to sustain its

Objective/ Outcome	Indicator	Baseline	End of Project target	Source of Information	Risks and assumptions
	Policy formulation Systemic Institutional Implementation Systemic Institutional Individual Engagement + consensus Systemic Institutional Individual Info and knowledge Systemic Institutional Individual Monitoring Systemic Institutional Individual	Policy Formulation 5/out of 6 0/out of 3 Implementation 5/out of 9 10/out of 27 1/out of 12 Eng. and consensus 2/out of 6 1/out of 6 1/out of 3 Info and knowledge 2/out of 3 2/out of 3 1/out of 3 Monitoring 2/out of 6 2/out of 6 1/out of 3 Total: 35 /out of 96	Policy Formulation 5/out of 6 1/out of 3 Implementation 5/out of 9 11/out of 27 3/out of 12 Eng. and consensus 2/out of 6 2/out of 6 1/out of 3 Info and knowledge 2/out of 3 2/out of 3 2/out of 3 Monitoring 2/out of 6 3/out of 6 1/out of 3 Total: 42/out of 96		long-term functioning <u>Assumption</u>: Baseline conditions in the selected areas can be extrapolated with high confidence level to other PAs in Togo and lessons learnt can be successfully disseminated. There is full commitment from the MERF and the Ministry of Finance to support financially and technically the functionality of the rationalized PA system. DFC, PA staff and other stakeholders are able to absorb capacity building through training, coaching and 'learning by doing' experiences with PA co-management. General PA and biodiversity conservation acceptance can be improved by lobbying and showing economic values of PAs
	5. Improved financial sustainability of PA management agency, measured by increased scores of the Financial Sustainability Scorecard: Legal and regulatory framework Business planning Tools for revenue generation	 17.9% - 14 out of 82 0% - 0 out of 67 7% - 4 out of 57 Total 8.7% - 18 out of 206	Scores, expressed in absolute terms, increase by at least 100% 23.2% - 19 out of 82 10.4% - 7 out of 67 17.5% - 10 out of 57 Total 17.4% - 36 out of 206	Application of UNDP's Financial Sustainability Scorecard (as part of the METT) during project development, mid-term and final evaluations	
Outcome 2 – Effective management of the OKM PA Complex (with	6. Legal status of re-demarcated PAs of the OKM Complex	0	2 re-demarcated PAs officially gazetted end of 2nd project year	Official legal texts (arrêtés) for the two re-demarcated OKM PAs	<u>Risks:</u> Local communities have little incentive to change

Objective/ Outcome	Indicator	Baseline	End of Project target	Source of Information	Risks and assumptions
179,000 ha of protected land surface) counters threats to biodiversity from poaching, uncontrolled fire and grazing	7. Improved PA management effectiveness at the two PA sites (Oti-Kéran, Oti Mandouri) of the OKM complex for general management and business planning, as measured by increases in the METT scores	Scores 2010: Oti-Kéran: 26.5 % Oti Mandouri: 15.7 %	Scores, expressed in absolute terms, increase by at least 30% in Oti-Kéran and 75% in Oti-Mandouri Oti-Kéran: 34.4 % Oti-Mandouri: 27.4%	Application of the METT during project development, mid-term and final evaluations	ancestral practices (uncontrolled agriculture, grazing, fishing; fires, hunting) that threaten PA and BD Human pressure, land tenure conflict, local political interests and insufficient alternative livelihoods outside the PAs may hamper the consolidation of the OKM complex Climate change exacerbates the fragmentation of habitats and efforts to reconnect the OKM and WAP Complexes are undermined. <u>Assumption</u>: Increased awareness and capacities, improved active participation in decisions and incentives from new value chains will lead to a change in behavior with respect to PAs, biodiversity conservation and NRM PA management can successfully apply participatory co-management approaches,
	8. Ecosystem and habitat regeneration in the two OKM complex PA	Oti-Kéran: 18% of the surface of the core protection zone occupied by agriculture Oti-Mandouri: 16% of the surface of the core protection zone occupied by agriculture OKM complex: ~16.700 people living in 54 villages inside the complex	≥ 50% reduced habitat conversion: Oti-Kéran: ≤ 9% of the surface of the core protection zone occupied by agriculture Oti-Mandouri: ≤ 8% of the surface of the core protection zone occupied by agriculture Reduced human pressure in the OKM complex: ≤ 10,000 people living in 20 villages inside the complex	Field surveys carried out in connection with the project's ecological monitoring system	
	9. PA in the Savannah biome of the OKM complex have zoning, management and business plans which include biodiversity conservation and riparian communities needs and are enforced	PA: 0 Agreements DFC –local communities (represented by 10 AVGAPs and 4 UAVGAPs), concerning co-management and natural resource use in PAs : 0	PA: 2 Agreements DFC –local communities (represented by 10 AVGAPs and 4 UAVGAPs), concerning co-management and natural resource use in PAs : ≥ 14	Project monitoring system and site reports Mid-term and final evaluation	
	10. Income generation from new PA and biodiversity value chains	0	To be identified during management and business plan	Project M&E system (regular reports) and reports of involved AVGAPs, communities,	

Objective/ Outcome	Indicator	Baseline	End of Project target	Source of Information	Risks and assumptions
	for local communities (ecotourism, benefit sharing, small game farming, local job creation etc.)		elaboration for each zone	NGOs,project partners	which sufficiently generate benefits for local communities and basic PA management needs. Some development sectors and private enterprises (i.e. tourism) will collaborate effectively towards PA and NRM co-management PA management units in neighboring countries are open for cooperation to re-establish regional faunal migration corridors
	11. Critical habitats and key natural resources for elephant migration at regional level (OKM – WAP) are identified and in trans - border cooperation stabilized	First estimation see annex project atlas.	t.b.d.	Field surveys carried out in connection with the project's ecological monitoring system MOU with neighboring PA management units	
	12. Number of PIT (integrated land use plans), which integrate biodiversity conservation and elephant migration needs	0	t.b.d during project life	Project M&E system (regular reports) and reports of involved communities/communes	

LIST OF OUTPUT AND OUTCOME AS PART OF THE SRF

Objective: Strengthen the management of Togo's protected area system to improve its contribution to biodiversity conservation by demonstrating effective approaches to PA rehabilitation and management

Outcome 1: Improved policy, legal and institutional framework for PA estate covering approximately 578,000 hectares
Outputs
1.1. Manageable and representative PA system in place as a result of PA system 'rationalization' (called "requalification" in Togo)
1.2. An improved strategic framework for the management of Togo's PAs orients the long-term development of the PA system (concerning e.g. PA management modalities, financial flows etc.); this framework is supported by applicable policy and legal reforms and is endorsed by the government
1.3. The Directorate of Wildlife and Hunting (DFC) and other involved stakeholders have improved capacities to manage PAs as a result of targeted training and retention of staff
1.4. A system for monitoring Togo's PAs is operational
1.5. Government and partners agree on a budget for Togo's revitalized PA system sufficient to underwrite basic PA functions (planning, monitoring, surveillance and

Outcome 1: Improved policy, legal and institutional framework for PA estate covering approximately 578,000 hectares
Outputs
enforcement)
1.6 A national support network for the management of biodiversity– composed inter alia of parliamentarians, other prominent Togolese, NGOs/CSOs and international partners –champions sound management of PAs

Outcome 2: Effective management of the OKM PA Complex (with 179,000 ha of protected land surface) counters threats to biodiversity from poaching, uncontrolled fire and grazing
Outputs
2.1. The functionality of the OKM Complex is improved: (1) its constituent PAs count on legally defined borders (PA polygons within the complex are GIS-defined; relevant bills legalizing land status are passed and PA borders are demarcated on the ground); (2) PA infrastructure is rehabilitated; and (3) staff and involved local stakeholders are trained to deliver critical PA support functions (i.e. surveillance and enforcement)
2.2. The OKM Complex Management Board is formed and functions as a forum for coordinating PA management for the whole Complex and ensuring stakeholder participation in key decision-making
2.3. Effective PA management tools for the OKM Complex are institutionalized: (i) participatory zoning plans, (ii) management plans for the individual areas and the Complex; (iii) a business plan that identifies sustainable revenue options to sustain the costs of managing the Complex and to create local revenues from benefit sharing; (iv) a long-term ecological monitoring system is in place
2.4. Property and use rights for PA adjacent communities are clarified by awareness raising and participatory definition and are enforced inter alia through adaptive co-management tools
2.5. A suite of sustainable livelihoods options for resident populations and transhumant users have been trialed and demonstrate how pressure on OKM resources can be decreased (mostly with co-financing
2.6. Critical faunal migration corridor between the OKM and the W-Arly-Pendjari (WAP) Complexes is defined and measures for improving ecological connectivity between them are implemented (e.g. ecosystem rehabilitation and management of human-wildlife conflicts to reduce the pressure on fauna)

Part II: Incremental Cost Analysis

109. The incremental cost matrix provides a summary breakdown of baseline costs and co-funded and GEF-funded alternative costs.

Table 8. Incremental Cost Matrix

Cost/Benefit	Baseline (B)	Alternative (A)	Increment (A-B)
BENEFITS			
Global benefits	Togo's biodiversity will continue to face severe anthropogenic pressures. The PAs will continue to be poorly managed, invaded and its resources used in an unsustainable manner, both within PAs and in their adjacent zones. The once rich landscape with varied ecosystems and diversity of species will continue to be degraded. Technical and financial capacity for PA management will continue to be insufficient to avert the growing threats to Togo's PAs. PA management effectiveness for priority PAs will continue to be generally low and current management interventions, which are fragmented across the PA estate will continue to be insufficient to avert threats to the areas' biodiversity. Biodiversity conservation efforts will more or less be limited to ad hoc actions depending on the availability of external funding. Ecosystems of the two PAs of the OKM complex and critical habitats for globally important migratory species will continue to be degraded and fragmented, damaging ecosystem connectivity at eco-regional level.	The project will generate global biodiversity benefits in Togo mostly through the revitalization of the country's PA system, which will, following the proposed reforms, vest long-term conservation security on approximately 578,000 ha (or 10.6% of the country's land surface) of ecologically rich and representative terrestrial landscapes, which are still fairly intact. The OKM Complex, covering 179,000 ha of diverse fauna and flora, will benefit directly from the improvement in PA management. The OKM Complex harbors important and threatened mammal and avian fauna. It is both a Ramsar site and an Important Bird Area (IBA). A strengthened and more effective PA system in Togo, demonstrated through direct PA management improvements in the OKM Complex, will reduce threats to the country's biodiversity and significantly increase the chance that these globally important areas and Togo's rich biodiversity are conserved in the future. Furthermore conditions for eco-regional important large mammal migration, in particular elephants, in West Africa will be reestablished by linking an operational OKM Complex and other critical habitats to the WAP Complex.	Barriers to the effective management of Togo's rationalized protected area (PA) estate will be removed by demonstrating effective participatory approaches to PA rehabilitation and management mechanisms in the OKM complex which can serve as a model for other PAs in the country. Numbers of endangered species will be stabilized / increased through better conservation and habitat rehabilitation.
National and local benefits	Without completing the PA system rationalization exercise, areas that no longer serve any conservation purpose would continue to be a burden for the State, in terms of PA management, and a potential source of land conflict. This will continue to limit the overall effectiveness of the PA system. National institutional, policy and legal frameworks for PAs and NRM will remain unsuitable for the development of new management partnership	Major national benefits will include strengthened biodiversity conservation and PA management effectiveness of a rationalized PA system. The OKM Complex with two of Togo's priority PAs will be rehabilitated and brought under effective management. The project will provide much needed assistance to Togo to meet its obligations under the CBD. New forms of partnerships, together with the preparation of innovative financial mechanisms for PA, will reduce the need for allocations from the national budget for PA management. Awareness raising, promotion of PAs and their economic values at national and local level and new models for	Policy, legal and institutional frameworks for PA management and biodiversity conservation in a rationalized PA system are strengthened. Finalized participatory delimitation of two adjacent Savannah PAs, rehabilitation of their critical habitats and essential infrastructures, new participatory co-management models and PA/biodiversity value

Cost/Benefit	Baseline (B)	Alternative (A)	Increment (A-B)
	and effective PA management. The OKM complex will continue to be severely impacted by unsustainable resource use with negative effect on the potential for eco-tourism. Absence of incentives for local stakeholders to accept the PAs and biodiversity conservation will prevent effective conservation. Maintenance and rehabilitation of basic PA infrastructures will continue to be hampered by the lack of financial resources. Existing PA staff will continue to be more or less ineffective due to the absence of minimal work material requirements, very limited human capacity, in particular for dialogues with adjacent communities, and low motivation level.	effective participation of local stakeholders in all PA decisions will improve PA and biodiversity conservation acceptance in Togo. The government will benefit significantly from project contributions to the development of effective models for participatory PA co-management and natural resource management and a better definition of the respective roles of communities, local stakeholders, departments, regions and technical services. This will reduce the need for government agent interventions, as incentives will be developed for communities and local stakeholders to participate actively in PA surveillance/monitoring and to report poaching and other illegal activities. The experiences from the OKM complex can later be replicated to other PAs. Improved policy, legal and institutional frameworks will facilitate coordinated development planning and benefits sharing from sustainable PA and biodiversity use. The development of new PA value chains and alternative livelihoods will contribute to poverty alleviation and will provide a new model of better self-financing of PA and natural resource management for the country. At the local level, PA staff, PA adjacent communities and local stakeholders will be direct beneficiaries of a strategy that links conservation and rehabilitation activities in PAs with integrated sustainable natural resource use, land use planning and the development of alternative incomes and livelihood through sustainable PA and natural resource value chains. These value chains will create additional benefits at local level and will lead to behavior change and support for PA and biodiversity conservation by the local populations. Improved funding, new benefit sharing and co-management models for PA infrastructure and operations will benefit the local level protected area management units, adjacent communities and other stakeholders in conservation outcomes. Management capacities of government PA staff and local stakeholders for PAs and natural resources, especially at local level, will have been strengthened. In particular the integration of biodiversity conservation needs into existing or planned instruments for local governance of natural resources and work with local communities and departmental/regional structures through a multi stakeholder management board will significantly improve PA and ecosystem management capacities and leadership of local stakeholders in PA and natural resource management.	chains will allow effective management of the OKM complex. Strengthened capacities of local actors and PA staff allow them to fulfill their tasks in PA management. Cooperation mechanisms with PAs in neighboring countries help to reestablish ecological connectivity at eco-regional level.

Cost/Benefit	Baseline (B)	Alternative (A)	Increment (A-B)
COSTS			
Outcome 1: Improved policy, legal and institutional framework for PA estate covering approximately 578,000 hectares	**Baseline: $8.3 million** *(rough estimate):* MERF budget for PA: 50,000$/year 2 NGO managed PA: 200,000$/year Relevant components of programs on governance, capacity building, decentralization administration reform, environment governance (UNDAF, EU, WB, bilateral cooperation etc): ~$8 million	**Alternative: $9.1 million**	**Increment:** **GEF 0.280** UEMOA 0.094 UNDP-P 0.400 UNDP 0.006 **TOTAL ($ million) 0.780**
Outcome 2: Effective management of the OKM PA Complex (with 179,000 ha of protected land surface) counters threats to biodiversity from poaching, uncontrolled fire and grazing	**Baseline: $ 39.0 million** *(estimate)* Relevant components of programs on food security/agriculture production, poverty alleviation, local development/ decentralization and land use planning in the 3 PA commune, micro-project grants, research programs etc: $35 million (rough estimate from UNDAF, WB, EU and bilateral donors): $4.0 million	**Alternative: $42.1 million**	**Increment:** **GEF 0.820** UNDP 0.427 UEMOA 0.214 CARTO 0.150 PANADE 1.000 MERF 0.390 **TOTAL ($ million) 3.001**
Others: Project Management Unit, Program Implementation Technical Support Team, and Indicative Monitoring	**n/a**	**Alternative: 0.4 million**	**Increment:** **GEF 0.122** UEMOA 0.192 UNDP 0.067 MERF 0.060 **TOTAL ($ million) 0.441**

Cost/Benefit	Baseline (B)	Alternative (A)	Increment (A-B)
TOTAL COSTS	**Baseline: $ 47.3 million**	**Alternative: $51.5 million**	**Increment:** **GEF 1.222** UEMOA 0.500 UNDP-P 0.400 CARTO 0.150 PANADE 1.000 MERF 0.450 UNDP 0.500 **TOTAL ($ million) 4.222**

SECTION III: Total Budget and Work Plan

Part I: Total Budget and Work Plan

Award ID:	60926
Project ID:	76932
Award Title:	PIMS 4220 Togo PA System

Business Unit:	TGO10
Project Title:	**Project title**: Strengthening the conservation role of Togo's national System of Protected Areas (PA)
Implementing Partner (Executing Agency)	Directorate of Wildlife and hunting (DFC)

GEF Outcome/ Atlas Activity	Resp. Party / Impl. Agent	Fund ID	Donor Name	ATLAS Budget Code	Atlas Budget Description	TOTAL Amount (USD)	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	Notes
1) National governance framework for PA mgt	NEX	62000	GEF-10003	71200	International Consultants	150,000	40,000	60,000	35,000	0	15,000	1
	NEX	62000	GEF-10003	71300	Local Consultants	10,000	0	0	5,000	0	5,000	2
	NEX	62000	GEF-10003	71600	Travel	60,000	14,000	14,000	14,000	9,000	9,000	3
	NEX	62000	GEF-10003	72100	Contractual Services-Companies	40,000	8,000	8,000	8,000	8,000	8,000	4
	NEX	62000	GEF-10003	72600	Grants	20,000		10,000	10,000			5
	GEF Subtotal Atlas Activity 1 (Outcome 1)					280,000	62,000	92,000	72,000	17,000	37,000	
	NEX	04000	UNDP TRAC - 00012	71200	International Consultants	6,000		6,000				6
	TRAC Subtotal Atlas Activity 1 (Outcome 1)					6,000	0	6,000	0	0	0	
	NEX	30000	UEMOA	71300	Local Consultants	48,000	18,000	25,000	5,000			7
	NEX	30000	UEMOA	72100	Contractual Services-Companies	40,000	8,000	8,000	8,000	8,000	8,000	8
	UEMOA Subtotal Atlas Activity 1 (Outcome 1)					88,000	26,000	33,000	13,000	8,000	8,000	
TOTAL ACTIVITY 1 (Outcome 1)						**374,000**	**88,000**	**131,000**	**85,000**	**25,000**	**45,000**	
2) Rehabilitation of the OKM Complex	NEX	62000	GEF-10003	71200	International Consultants	30,000	0	30,000	0	0	0	9
	NEX	62000	GEF-10003	71300	Local Consultants	30,000	10,000	10,000	10,000	0	0	10
	NEX	62000	GEF-10003	71400	Contractual Services - Individ	545,000	105,000	160,000	155,000	65,000	60,000	11
	NEX	62000	GEF-10003	71600	Travel	50,000	10,000	10,000	10,000	10,000	10,000	12
	NEX	62000	GEF-10003	72100	Contractual Services-Companies	85,000	15,000	45,000	10,000	10,000	5,000	13
	NEX	62000	GEF-10003	72600	Grants	80,000	10,000	20,000	20,000	20,000	10,000	5
	GEF Subtotal Atlas Activity 2 (Outcome 2)					820,000	150,000	275,000	205,000	105,000	85,000	
	NEX	04000	UNDP TRAC - 00012	71200	International Consultants	30,000	0	30,000	0	0	0	14
	NEX	04000	UNDP TRAC - 00012	71300	Local Consultants	25,000	5,000	5,000	5,000	5,000	5,000	15
	NEX	04000	UNDP TRAC - 00012	71400	Contractual Services - Individ	192,000	24,000	48,000	48,000	48,000	24,000	16

GEF Outcome/ Atlas Activity	Resp. Party / Impl. Agent	Fund ID	Donor Name	ATLAS Budget Code	Atlas Budget Description	TOTAL Amount (USD)	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	Notes
	NEX	04000	UNDP TRAC - 00012	72100	Contractual Services-Companies	180,000	20,000	90,000	40,000	25,000	5,000	17
	TRAC Subtotal Atlas Activity 2 (Outcome 2)					427,000	49,000	173,000	93,000	78,000	34,000	
	NEX	30000	UEMOA	72100	Contractual Services-Companies	200,289	90,000	70,000	25,000	10,000	5,289	13,18
	UEMOA Subtotal Atlas Activity 2 (Outcome 2)					200,289	90,000	70,000	25,000	10,000	5,289	
TOTAL ACTIVITY 2 (Outcome 2)						**1,447,289**	**289,000**	**518,000**	**323,000**	**193,000**	**124,289**	
3) Proj Mgt	NEX	62000	GEF-10003	71400	Contractual Services - Individ	20,000	4,000	4,000	4,000	4,000	4,000	19
	NEX	62000	GEF-10003	71600	Travel	25,000	5,000	5,000	5,000	5,000	5,000	20
	NEX	62000	GEF-10003	72200	Equipment and Furniture	30,500	30,500	0	0	0	0	21
	NEX	62000	GEF-10003	74100	Professional Services	35,000	7,000	7,000	7,000	7,000	7,000	22
	NEX	62000	GEF-10003	74500	Miscellaneous Expenses	11,700	2,340	2,340	2,340	2,340	2,340	23
	GEF Subtotal Atlas Activity 3 (Project Management)					122,200	48,840	18,340	18,340	18,340	18,340	
	NEX	04000	UNDP TRAC - 00012	71200	International Consultants	24,000	0	0	8,000	8,000	8,000	24
	NEX	04000	UNDP TRAC - 00012	71600	Travel	13,000	6,000	2,000	2,000	2,000	1,000	25
	NEX	04000	UNDP TRAC - 00012	72200	Equipment and Furniture	30,000	30,000	0	0	0	0	26
	TRAC Subtotal Atlas Activity 3 (Project Management)					67,000	36,000	2,000	10,000	10,000	9,000	
	NEX	30000	UEMOA	71200	International Consultants	24,000			8,000	8,000	8,000	24
	NEX	30000	UEMOA	71400	Contractual Services - Individ	140,000	28,000	28,000	28,000	28,000	28,000	19
	NEX	30000	UEMOA	73200	Premises Alternations	15,000	15,000					27
	UEMOA Subtotal Atlas Activity 3 (Project Management)					179,000	43,000	28,000	36,000	36,000	36,000	
TOTAL ACTIVITY 3 (Project Management)						**368,200**	**127,840**	**48,340**	**64,340**	**64,340**	**63,340**	
4) UNDP' CO's GMS	DEX	30000	UEMOA	75100	Facilities & Administration	32,710	11,130	9,170	5,180	3,780	3,450	28
	UEMOA Subtotal Atlas Activity 4 (UNDP' CO's GMS on UEMOA's contribution)					32,710	11,130	9,170	5,180	3,780	3,450	
TOTAL ACTIVITY 4 (UNDP' CO's GMS on UEMOA's contribution)						32,710	11,130	9,170	5,180	3,780	3,450	
						.						
	SUB-TOTAL GEF					**1,222,200**	**260,840**	**385,340**	**295,340**	**140,340**	**140,340**	
	SUB-TOTAL UNDP TRAC					**500,000**	**85,000**	**181,000**	**103,000**	**88,000**	**43,000**	
	SUB-TOTAL UEMOA					**500,000**	**170,130**	**140,170**	**79,180**	**57,780**	**52,740**	
						.						
	GRAND TOTAL (in cash)					**2,222,200**	**515,970**	**706,510**	**477,520**	**286,120**	**236,080**	

Budget Notes	
General	▪ **Project consultants and collaborators:** Refer to 'Section IV, PART II: Terms of References for key project staff ', and within it 'Overview of Inputs from Technical Assistance Consultants', **Table 10 and Table 11**, for detailed information on the costing of the project teams and consultants by sources of funds (GEF, UNDP, GoT and others), including number of weeks (or years) and key tasks. ▪ **Project vehicles** will be purchased with UNDP TRAC funds. Government may decide to allocate motor bikes (6) to PA units and the project.

Budget Notes	
	▪ **Domestic and regional travel** will be necessary for the National Project Coordinator to the OKM site (at least four visits per year to OKM site) and to neighboring sites of the WAP complex, as well as for the CTA, OKMMU members and project consultants. The bulk of the project's travel costs are part of the project outcomes and will be borne by GEF. Else, international travel will be required for fielding international consultants. ▪ **All international travel by the coordination team** (e.g. in connection with participation in relevant international events, such CBD COPs, seminars, training, Parks' Congress, etc.) will be charged to the UNDP travel budget.
1	Short Term International Consultants: (1) PA Finance including business planning (10 weeks); (2) Evaluator (10 weeks: MTE + FEV); (3) Ecological monitoring systems (20 weeks); (4) Eco-systemic approaches and wildlife migration corridors (10 weeks).
2	Long-term Nat. Consultants: National Evaluator (10 weeks: MTE + FEV)
3	Travel: (1) Domestic and regional travel ($20K outcome 1); (2) General allocation for international consultants' travel to country ($40K)
4	Services: (1) Web design and Inception Workshop ($25K); (2) Publications, short video productions and printing ($15K).
5	Partnership agreements with local and regional NGOs for service provision (local consultations, trainings, meetings, travel tours, awareness-raising) (up to $100,000 to be awarded according to UNDP procedures: $20K in Outcome 1 and $80K in Outcome 2).
6	Short Term International Consultants: Climate change in the PA system (2 weeks).
7	Short Term National Consultants: (1) Legal, Policy and Institutional frameworks (PA regulations, options for co-management, participatory NRM and decentralization) (38 weeks); (2) Public finance and planning (Sustainable financing options for co management/ participatory management) (10 weeks).
8	Consultations (meetings, workshops, etc.) ($40K)
9	Short Term International Consultants: PA planning and management (10 weeks)
10	Short Term National Consultants: (1) Environmental Education and Communication (EEC) (10 weeks); (2) Socio-economy (biodiversity value chains and alternative livelihoods) (20 weeks)
11	Long-term Nat. Consultants: OKMMU: (1) OKM Site manager (5 years); (2) NRM and land use planning (4 years); (3) Ecological monitoring (4.5 years); (4) Chief Technical Advisor (2.5 years).
12	Travel: Domestic and regional travel ($50K outcome 2)
13	Contracts (for 1 and 2, costs are shared btwn GEF and UEMOA respectively): (1) Physical demarcation works, rehabilitation works and investments (water points, material micro-projects) ($50K and $100K), (2) Local consultations at site level and other consultations, meetings etc. ($35K and $30K).
14	Short Term International Consultants: Ecotourism and PA marketing (10 weeks)
15	Short Term National Consultants: Conflict management and multiple stakeholder consultations, participatory approaches (25 weeks)
16	Long-term Nat. Consultants: (1) PMU Project assistant (M&E, mapping and reporting) (4 years); (2) OKMMU: Social mobilization and alternative livelihoods (4 years)
17	Physical demarcation works, rehabilitation works and investments (water points, material micro-projects) ($180K).
18	Contracts: Ecological monitoring system with the assistance of IUCN MIKE ($70K)
19	National Project Coordinator (5 years) costs shared as follows: 10% GEF and 90% UEMOA.
20	Domestic (management related) travel
21	IT equipment and furniture: (1) Acquisition of Laptops (7 @ US$ 2000), software licenses (7 @ US$ 800), portable hard drive (2 @ US$ 200), printer w/ cartridge (2 @ US$ 300), data projector (1 @ US$ 1000) and mobile phone contracts (7 @ US$ 250) and other peripherals, e.g. GPS, laser printer, copy-machine (@ US$ 2150) for

Budget Notes	
	project team, (2) Office furniture ($5K).
22	Translation and Audit
23	Miscellaneous costs may include: (1) Insurance, bank charges and other sundries either for project coordinating unit or directly linked to planned activities under a given outcome; (2) Miscellaneous costs associated with workshops and other types of consultations (e.g. printing, interpretation, rental of equipment, etc.); and/or (3) communication costs.
24	Int. Backstopper (8 weeks)
25	Management related international travel
26	Allocation for four all-terrain vehicles for the project teams ($30K). Excess funds may be transferred to other lines for maintenance and fuel.
27	Any necessary works to make offices functional
28	UNDP's fees applied to UEMOA's contribution. Amounts will be adjusted according to expenditures for UEMOA funds every year.

SECTION IV: ADDITIONAL INFORMATION

PART I: Other agreements

OVERVIEW OF CO-FINANCING LETTERS

Table 9. Overview of Project's co-financing

Name of Co-financier	*Date*	*Amounts mentioned in letters*	*Amounts considered as project co-financing (in USD)*
West African Economic and Monetary Union (UEMOA - Union économique et monétaire ouest-africaine)*	20-Sep-10	250,000,000 CFA	$500,000
CARTO - Centre d'Animation Rurale Tambimong OGARO	20-Oct-10	150,000 USD	$150,000
Ministère de l'environnement et des ressources forestières through PANADE	12-Oct-10	1,000,000 USD	$1,000,000
Ministère de l'environnement et des ressources forestières (MERF) with allocation of personnel over 5 years	30-Nov-10	150,000 USD as investment and equipment	$450,000
		300,000 USD as in-kind contribution through MERF staff	
UNDP Lomé (Core Resources TRAC) through other projects	23-Nov-10	PRCGE in $200,000 and OMD7 $200,000	$400,000
UNDP Lomé (Core Resources TRAC) *		$1,000,000 per year over 5 years	500,000
FAO Togo	30-Nov-10	Support letter	--
IUCN BRACO (concerning the PAPACO Programme only, not the MIKE)	25-Nov-10	Support letter	--
Total			**$3,000,000**

Notes:
* Amounts from UNDP and UEMOA are in-cash direct contribution and will be managed by UNDP in connection with the project under the same budgetary award. Amount for UEMOA includes UNDP's GMS fees.

[Refer to separate file for the letters]

OUTLINE OF TOR FOR TECHNICAL ASSISTANCE SERVICE PROVISION BY IUCN

These TOR are to be further developed during project inception.

Firstly, with respect to project outputs for Component 1 of the project (National governance framework for PA management) and Component 2 (Rehabilitation of the Oti-Kéran-Mandouri (OKM) complex) – namely outputs 1.1, 1.3 1.4, 1.6 and 2.6 (listed below), and in accordance with UNDP's rules for engaging NGO partners[7] in project implementation, the government agency responsible for the project (the national executing agency), intends to enter into a **management agreement** with IUCN (International Union for the Conservation of Nature) for the implementation of a suite of project activities as foreseen in the Project Document.

The project has budgeted funds for the purpose as a means of assuring that specific tasks/activities are completed, activities that support the objectives of the project and build the capacity of agencies for the management of protected areas. These activities have been evaluated as being within the niche of expertise retained by IUCN's Regional Office for West and Central Africa (BRACO), based in Ouagadougou, Burkina Faso, as evidenced by the organization's track record. In particular, the IUCN MIKE Programme and different IUCN Commissions (e.g. the World Commission on Protected Areas, Species Survival Commission and thematic Specialist Groups) have shown to be well suited for implementing the mentioned activities. The MIKE (Monitoring the Illegal Killing of Elephants) monitors not just elephants, but a number of other large mammal species. Assessments have been previously carried out in the OKM in 2004[8].

A detailed assessment of IUCN BRACO's capacity to implement these activities with the required technical, operational and managerial standards will be carried out. Also, IUCN BRACO is expected to prepare a thorough and costed proposal as a response to these TOR. Costs may include not only staff time and consultants allocated to the project, planned workshops, trainings and essential travel at reasonable costs, but also an administration fee (not to exceed 10% and including audit). The CVs/profiles of IUCN staff and associated experts to be engaged in the project should be attached to the proposal, together with an indication of the time they are expected to dedicate to the project. Both the capacity assessment and the technical and financial proposals will be validated by UNDP and the Ministry of Environment and Forestry (MERF), as a condition for concluding the management agreement.

Secondly, IUCN BRACO will be represented invited in the Project Steering Committee as part of this agreement, and would also be expected to contribute to the project's planning and reporting processes, to participate in evaluations and in key project events, such as the inception workshop e.g. This integration over the course of the project will facilitate a rich process of mutual learning and understanding amongst the project partners.

Finally, IUCN <u>will be instrumental in helping to establish the project's ecological baseline in the OKM Complex,</u> as part of the overall MIKE assessments of the WAPOK Complex planned for 2011.

IUCN BRACO accompanied the initial site visits with government counterparts to the OKM Complex in 2009. This led to the preparation of the PIF and PPG of this project.

The budget has allocated a total of USD 90,000 over the course of 4 years for IUCN BRACO. The proposal to be prepared should remain within this amount. The precise contract amount and activities will be decided on project inception with the Project National Coordinator. A full ToR will be developed on project

[7] Operationally, IUCN will be considered as an NGO, bearing in mind that it is in fact a multilateral organization.
[8] Project Maps in PRODOC Annex 9 are in fact from the 2004 MIKE assessments (Maps 8-17).

inception together with a project contract.

Outcome 1: Improved policy, legal and institutional framework for PA estate covering approximately 578,000 hectares.	
Output	***Indicative activities to be undertaken by IUCN***
1.1 Manageable and representative PA system in place as a result of PA system 'rationalization' (called "requalification" in Togo	IUCN will provide technical assistance to the project team and the government administration for successfully completing the rationalization exercise. This will include: • Participation in key events (e.g. "requalification" round tables and workshops) as facilitators/resource persons, • Provide information and data (e.g. from the World Database on Protected Areas, Red List and others), including hands-on training on the use of this information and data • Assistance and hands-on training for the application of the METT (GEF4 format) for several PAs in focus in the rationalization exercise.
1.3 The Directorate of Wildlife and Hunting (DFC) and other involved stakeholders have improved capacities to manage PAs as a result of targeted training and retention of staff	The project's capacity building program will further build upon the UNDP/GEF global PA Early Action Program (PoWPA), its identification of capacity gaps, its capacity development proposals and the results of the recent (2008) IUCN study 'Evaluation of the Efficacy of PA management in Togo. Specific capacity development needs of the different PA management levels and of different stakeholders will be further defined upon project inception, as well as proposals for their participation in IUCN sponsored training.
Output 1.4 A system for monitoring Togo's PAs is operational (the ecological sub-set of the monitoring system will be based primarily on existing and secondary data)	The process will start by collating existing information at the national level and combining it with internationally available information: e.g. Species and PA Databases from the World Conservation Monitoring Centre, related computational tools such as ARK2010, Technologies for Conservation & Development project (T4CD), GLOBIO, the Global Biodiversity Information Facility (GBIF), among others; as well as CITES lists and IUCN Red list. The existing, but widely dispersed information will be made much more available and will serve as the transparent, objective basis for PA related decisions. It is expected that this information/knowledge management unit will continue after the project as an integrated unit of DFC. Within this framework, IUCN will: • Provide information and data (e.g. from the World Database on Protected Areas, Red List and others), including hands-on training on the use of this information and data; • Incorporate data from MIKE and WIWO (Working group. International Waterbird and Wetland Research) into the system; • If needed, provide hands-on training the custodians of the system.
1.6 A national support network for the management of biodiversity– composed inter alia of parliamentarians, other prominent Togolese, NGOs/CSOs and international partners –champions sound management of PAs	IUCN has been quite active in this domain and may play a key role in activities under this output, although this specific aspect remains to be more closely negotiated due to limitations in the project funding. IUCN's involvement may include primarily the provision of training to government officials, parliamentarians, prominent Togolese, local NGOs and other stakeholders in conservation with focus on awareness-raising and vision-building for improving Togo's PA

Outcome 1: Improved policy, legal and institutional framework for PA estate covering approximately 578,000 hectares.	
Output	***Indicative activities to be undertaken by IUCN***
	management. The activities here may be offered to other service providers in case IUCN is unable to accommodate this in their proposal.

Outcome 2: Improved policy, legal and institutional framework for PA estate covering approximately 578,000 hectares.	
Output	***Indicative activities to be undertaken by IUCN***
Output 2.6 Critical faunal migration corridor between the OKM and the W-Arly-Pendjari (WAP) Complexes is defined and measures for improving ecological connectivity between them are implemented (e.g. ecosystem rehabilitation and management of human-wildlife conflicts to reduce the pressure on fauna)	Togo will be more effectively incorporated into the WAP-PAPE Programme under UEMOA's regional leadership (refer to PRODOC Table 2), where IUCN is already playing an important role. In this context, data from the MIKE initiative will be instrumental in defining those corridors and better defining management modalities for these areas. The MIKE Programme approaches cost recovery through a "pool" approach, where different projects and initiatives throughout Africa requiring MIKE's service make contributions according to their possibilities. This project will make a contribution, which should ensure at least the inclusion of the OKM Complex in the March 2011 inventories planned for the WAP Complex. It would be ideal if a second inventory covering the OKM could be carried out in the last year of the project, although funds would still need to be pooled for the purpose in the spirit of adaptive management. (Refer to the project's Total Budget and Work Plan for more details.)

GENERIC TOR FOR SERVICE PROVISION BY LOCAL NGOS

With respect to project outputs 2.4 and 2.5 (listed below), and in accordance with UNDP for engaging NGO partners, UNDP and the government agency responsible for the project, intends to enter into an agreement with the local NGO partners for the implementation of a suit of PA co-management activities within the project sites (Oti-Kéran and Oti-Mandouri Protected Areas, composing together the OKM Complex).

The project has budgeted funds for targeted grants to environmental NGOs active in the region as a means to supplement the existing Small Grants Program (SGP) and assuring that specific tasks are completed that support the objectives of the project and build the capacity of regional and national NGOs. These grants will fund towards activities in remote locations with strong community involvement – ideal efforts for smaller NGOs with devoted staffs and capacity to function effectively in these conditions.

The capacity of at least three local NGOs has been assessed (See PRODOC Annex 5[9]). Others may be added later, as well as proposals from candidate NGOs. The final choice of NGOs, the allocation of funds and their detailed tasks will be defined during the project inception through tight collaboration between UNDP and the government's executing agency for the project.

Specific themes to be addressed by these projects should include alternative livelihoods, fire management,

[9] An assessment of CARTO remains to be carried out.

and tourism development, conflict resolution, facilitation, training among others.

In addition, the project will work in close collaboration with the SGP to determine which projects and organizations are best suited for the two financing approaches. If applicable, the governance structures set up by the SGP for project approval can serve for approving the proposed micro-grants under this project.

Output 2.4 Property and use rights for PA adjacent communities are clarified by awareness raising and participatory definition and are enforced inter alia through adaptive co-management tools

The project will develop an environmental education and communication (EEC) program that stresses the cultural, economic and scientific values of biodiversity and PAs and which explain the importance of the newer participatory PA approaches with defined core, buffer zones and transition zones, agreed by discussion and negotiation with adjacent communities. Property and sustainable use rights, including controlled access paths to the water resources in the PA, for adjacent communities in the buffer and transition zones will be defined in a participatory process. The AVGAP and UAVGAP will play an important role to enforce the respect of these joint state-community decisions, fixed in local MOUs. Nevertheless resistance from people (illegally) occupying the core zone might occur. The project will not force these people to leave the PA zone, but will make every effort to find and create attractive alternative livelihood options, including alternative water supplies, for these people outside the core PA zone, to encourage them to relocate (see output 2.5.). Through grant agreements, local NGOs are also expected to play a role both in delivering the EEC programme under the project's supervision and in the facilitation in the process of reaching decisions on the safeguarding of the PAs; integrity in terms of dissipating resistance and finding practical solutions.

Output 2.5 A suite of sustainable livelihoods options for resident populations and transhumant users have been trialed and demonstrate how pressure on OKM resources can be decreased (mostly with co-financing)

Biodiversity friendly small businesses and PA linked opportunities for local job creation will be identified, developed and implemented with the communities in and around PA to reduce the human pressure. Special attention has to be given in cooperation with the Ministry of Agriculture, Livestock and Fisheries and the Ministry of Planning and Local Development to measures of improved agriculture, rangeland and water management in particular. Efforts in this cooperation will concentrate on options to solve the water access problem (rehabilitation of old earth dams and reservoirs to retain water (from rainfall and streams in the rainy season, wells) and on options to manage watering points at rivers/wetlands and rangelands outside the core protected zones. Apart from activities undertaken by DFC with a direct impact on the actual PA sites, the project's main role will be to support economic feasibility studies of the proposed alternative businesses and to help interested communities to elaborate project proposals. Together with the PNADE, the project will help communities design and submit their proposals to the most suitable financial source for the specific activities proposed. These are many suitable and established financial sources for local development in Togo, especially for civil society organizations and local communities (UNDP SGP, FFEM SGP, French decentralized cooperation, PDC) but people at local community level often do not know how to get in contact and how to use these opportunities. Local NGOs will be engaged in assisting communities in becoming better organized for accessing sustainable livelihoods finance, in managing activities such as transhumance in a manner that avoids and mitigate threats to the ecological health and integrity of the OKM Complex and in participating much more actively in the process of restoration of the Complex.

PART II: Terms of References for key project staff

NATIONAL PROJECT COORDINATOR

Background

The National Project Coordinator (NPC) will be recruited on the basis of an open, transparent and competitive process. He/she will be responsible for the overall management of the project, including the mobilization of all project inputs, supervision over project staff, consultants and sub-contractors. The NPC will report to and the UNDP RR (or duly designated UN officer) for all of the project's substantive and administrative issues keeping the project's focal point at MERF duly informed on all relevant project developments. From the strategic point of view of the project, the NPC will report on a periodic basis to the Project Steering Committee (PSC). The NPC will be responsible for ensuring that all UNDP financial administrative procedures pertinent to NEX are adhered to. He/She will perform a liaison role with the Government, UNDP and other UN Agencies, IUCN, NGOs and project partners, and maintain close collaboration with other donor agencies providing co-financing.

Duties and Responsibilities

- Supervise and coordinate the production of project outputs, as per the project document;
- Mobilize all project inputs in accordance with UNDP procedures for nationally executed projects;
- Supervise and coordinate the work of all project staff, consultants and sub-contractors, including IUCN in the implementation of their MoU;
- Coordinate the recruitment and selection of project personnel;
- Prepare and revise project work and financial plans, as required by MERF and UNDP;
- Liaise with UNDP, MERF, relevant government agencies, and all project partners, including donor organizations and NGOs for effective coordination of all project activities;
- Facilitate administrative backstopping to subcontractors and training activities supported by the Project;
- Oversee and ensure timely submission of the Inception Report, Combined Project Implementation Review/Annual Project Report (PIR/APR), Technical reports, quarterly financial reports, and other reports as may be required by UNDP, GEF, MERF and other oversight agencies;
- Disseminate project reports and respond to queries from concerned stakeholders;
- Report progress of project to the steering committees, and ensure the fulfillment of steering committees directives.
- Oversee the exchange and sharing of experiences and lessons learned with relevant institutions and initiatives, both national and international;
- Ensure the timely and effective implementation of all components of the project;
- Assist community groups, the national support board, UAVGAP, NGOs, staff, students, later on operational communes, and others with development of essential skills through training workshops and on the job training thereby upgrading their institutional capabilities;
- Coordinate and assists scientific institutions with the initiation and implementation of all field studies and monitoring components of the project
- Assist and advise the people in charge of documentaries, TV spots, guidebooks and awareness campaign, field studies, etc; and
- Conduct regular, announced and unannounced inspections of all sites and the activities of the project site management units. It's expected that the NPC spend in the first 2 years 30% of his work time at site level to support the OKM site manager.
- Realize, with the support of DFC and the consultants the project outputs at national level.

Qualifications

- An advanced university degree (MS or PhD) in natural resource management or environmental

sciences or a related field;

- At least 10 years of experience related to PA and/or natural resource management, conservation
- Working experiences with co-management and participatory approaches is a plus;
- At least 5 years of project/program management experience;
- Working experience involving collaboration amongst ministries, donor-funded projects and national institutions (Ministry of Environment, Agriculture/Livestock or Decentralization) is a plus, but not a requirement;
- Ability to effectively coordinate a large, multi-stakeholder project;
- Ability to administer budgets, train and work effectively with counterpart staff at all levels and with all groups involved in the project;
- Strong writing, presentation and reporting skills;
- Strong computer skills, in particular mastery of all applications of the MS Office package and internet search;
- Strong knowledge about Togo's political and socio-economic context, in particular at national and regional/departmental level of the project zone;
- Excellent written communication skills in French; and
- A good working knowledge of English is a requirement.

CHIEF TECHNICAL ADVISOR

Background

The Chief Technical Advisor (CTA) will be responsible for providing overall technical backstopping to the Project. He/She will render technical support to the National Project Coordinator (NPC), staff, OKM management unit and other government counterparts. The CTA will coordinate the provision of the required technical inputs, reviewing and preparing terms of reference and reviewing the outputs of consultants and other sub-contractors. The CTA will be an experienced expatriate. He/She will report directly to the National Project Coordinator.

Duties and Responsibilities

- Provide technical and strategic assistance for project activities, including planning, monitoring, site operations and external relations, and assuming quality control of interventions; it's expected that the CTA spend during his/her contract at least 25 of the work time at site level to support the OKM site manager and the local staff.
- Provide hands-on support to the National Project Coordinator, project staff and other government counterparts in the areas of project management and planning, management of site activities, information management, monitoring, and impact assessment;
- Finalize Terms of Reference for consultants and sub-contractors, and assist in the selection and recruitment process;
- Assist the NPC in the coordination of the work of all consultants and sub-contractors, ensuring the timely delivery of expected outputs, and effective synergy among the various sub-contracted activities;
- Assist the National Project Coordinator in the preparation and revision of the Project Management Plan as well as Annual Work Plans;
- Coordinate preparation of the first periodic Status Report when called for by the National Project Coordinator;
- Assist the National Project Coordinator in the preparation of the two first Combined Project

Implementation Review/Annual Project Report (PIR/APR), inception report, technical reports, quarterly financial reports for submission to UNDP, the GEF, other donors and Government Departments, as required;

- Assist in mobilizing staff and consultants in the conduct of a mid-term project evaluation, and in undertaking revisions in the implementation program and strategy based on evaluation results;
- Assist the National Project Coordinator in liaison work with project partners, donor organizations, NGOs and other groups to ensure effective coordination of project activities;
- Document lessons from project implementation and make recommendations to the Steering Committee for more effective implementation and coordination of project activities; and
- Perform other tasks as may be requested by the National Project Coordinator, Steering Committee and other project partners.
- Assist the NPC to realize the project outputs at national level
- It's expected that the CTA will in particular help to implement the project until the new participatory PAs delimitations and the development of the first zoning plans. Later interventions as short term consultant for backstopping and annual programming will be highly desired, but not an obligation.

Qualifications

- University education (MS or PhD) with expertise in the area of natural resource management, biodiversity conservation strategies, PA co-management approaches and community organizing:
- At least 10 years of professional experience, of which at least eight are at international level
- Strong skills in monitoring and evaluation and experience in implementing environmental projects;
- Previous experience with GEF projects and PA financing strategies is an added plus;
- Ability to effectively coordinate a large, multidisciplinary team of experts, consultants and co-financing partners;
- Be an effective negotiator with excellent oral and presentation skills;
- Excellent writing skills in English and French,

OVERVIEW OF INPUTS FROM TECHNICAL ASSISTANCE CONSULTANTS

Table 10. Overview of Inputs from Technical Assistance Consultants

Consultant	Assignments	Tasks and Inputs
Local / National recruitment		
PMU Support	2 persons full time / over 5 (4.5) years + drivers	The support team to the NPC (and CTA) will include a financial/ administrative assistant and a project assistant responsible for M&E (database), mapping (GIS) and reporting/secretary. This team together with the NPC will work in close cooperation with the CTA (during his/her contract). Specific TOR will be designed upon inception. The government will avail admin and financial support and drivers.
OKMMU at Mango	As per information on Table 11	The OKMMU at Mango will work in close cooperation with the PA management structures (conservators and DFC staff, OKM Support Board, AVGAP/UAVGAP, other technical services and programs) and will report to the PMU. Detailed capacities needs of DFC staff and other involved stakeholders will be designed with the concerned. Indicatively the OKMMU team will include following skills: • OKM complex manager, responsible for border 'requalification,', stakeholder involvement and PA management and investment planning • Social mobilization and sustainable alternative livelihood expert • Participatory natural resource management/land-use planning expert with experiences in livestock systems • Ecological Monitoring Expert

<table>
<tr><th>Consultant</th><th>Assignments</th><th>Tasks and Inputs</th></tr>
<tr><td></td><td></td><td>Day to day site management will be ensured by PA units (Conservators) supported by the OKMMU, the regional and departmental environment service (MERF), but will count on temporary support officer financed by the project (local eco-guards).

Specific TOR will be designed upon inception in cooperation with the co-financing partners.</td></tr>
<tr><td>Short Term National Consultants</td><td>Refer to Table 11 for more detail</td><td>The project will procure in the national consultancy market several key skills for enhancing implementation. These consultants will assist the project teams at central and site levels with several key outputs under the project, indicatively as follows:
A) Environmental Education and Communication (EEC)
B) Conflict management and multiple stakeholder consultations, participatory approaches
C) Socio-economy (Biodiversity value chains and alternative livelihoods)
D) Legal, Policy and Institutional frameworks (PA regulations, options for co-management, participatory NRM and decentralization)
E) Public finance and planning (Sustainable financing options for co management/ participatory management)
F) Climate Change
G) Evaluator

TOR for the evaluator will be in accordance with UNDP EEG standards.

The remainder of the consultants will focus on the following key project outputs:
<table><tr><td>A</td><td>2.4. Property and use rights for PA adjacent communities are clarified by awareness raising and participatory definition and are enforced inter alia through adaptive co-management tools</td></tr><tr><td>B</td><td>2.2. The OKM Complex Management Board is formed and functions as a forum for coordinating PA management for the whole Complex and ensuring stakeholder participation in key decision-making</td></tr><tr><td>C</td><td>2.5. A suite of sustainable livelihoods options for resident populations and transhumant users have been trialed and demonstrate how pressure on OKM resources can be decreased (mostly with co-financing</td></tr><tr><td>D</td><td>1.2. An improved strategic framework for the management of Togo’s PAs orients the long-term development of the PA system (concerning e.g. PA management modalities, financial flows etc.); this framework is supported by applicable policy and legal reforms and is endorsed by the government</td></tr><tr><td>E</td><td>1.5. Government and partners agree on a budget for Togo’s revitalized PA system sufficient to underwrite basic PA functions (planning, monitoring, surveillance and enforcement)</td></tr><tr><td>F</td><td>1.2. An improved strategic framework for the management of Togo’s PAs orients the long-term development of the PA system (concerning e.g. PA management modalities, financial flows etc.); this framework is supported by applicable policy and legal reforms and is endorsed by the government</td></tr></table>
Specific TOR for all these posts will be designed upon inception or when applicable, according to the project’s needs.</td></tr>
<tr><td colspan="3">International / Regional and global recruitment</td></tr>
<tr><td>Short Term International Consultants</td><td>Refer to Table 11 for more detail</td><td>The project will procure in the international consultancy market several key skills for enhancing implementation. These consultants will assist the project teams with several key outputs under the project, indicatively as follows:
A) PA Finance (including business planning)
B) PA planning and management
C) Ecological and PA monitoring systems (Database and GIS development)
D) Eco-systemic approach and wildlife migration corridors.
E) Ecotourism development and PA marketing
F) Backstopping</td></tr>
</table>

<table>
<tr><th>Consultant</th><th>Assignments</th><th>Tasks and Inputs</th></tr>
<tr><td></td><td></td><td>G) Evaluator

TOR for the evaluator will be in accordance with UNDP EEG standards.

The remainder of the consultants will focus on the following key project outputs:

<table>
<tr><td>A</td><td>2.3. Effective PA management tools for the OKM Complex are institutionalized: (i) participatory zoning plans, (ii) management plans for the individual areas and the Complex; (iii) a business plan that identifies sustainable revenue options to sustain the costs of managing the Complex and to create local revenues from benefit sharing; (iv) a long-term ecological monitoring system is in place

1.5. Government and partners agree on a budget for Togo’s revitalized PA system sufficient to underwrite basic PA functions (planning, monitoring, surveillance and enforcement)

1.6. A national support network for the management of biodiversity– composed inter alia of parliamentarians, other prominent Togolese, NGOs/CSOs and international partners –champions sound management of PAs</td></tr>
<tr><td>B</td><td>2.3. Effective PA management tools for the OKM Complex are institutionalized: (i) participatory zoning plans, (ii) management plans for the individual areas and the Complex; (iii) a business plan that identifies sustainable revenue options to sustain the costs of managing the Complex and to create local revenues from benefit sharing; (iv) a long-term ecological monitoring system is in place</td></tr>
<tr><td>C</td><td>1.3. The Directorate of Wildlife and Hunting (DFC) and other involved stakeholders have improved capacities to manage PAs as a result of targeted training and retention of staff
2.1. The functionality of the OKM Complex is improved: (1) its constituent PAs count on legally defined borders (PA polygons within the complex are GIS-defined; relevant bills legalizing land status are passed and PA borders are demarcated on the ground); (2) PA infrastructure is rehabilitated; and (3) staff and involved local stakeholders are trained to deliver critical PA support functions (i.e. surveillance and enforcement)
2.3. Effective PA management tools for the OKM Complex are institutionalized: (i) participatory zoning plans, (ii) management plans for the individual areas and the Complex; (iii) a business plan that identifies sustainable revenue options to sustain the costs of managing the Complex and to create local revenues from benefit sharing; (iv) a long-term ecological monitoring system is in place</td></tr>
<tr><td>D</td><td>2.6. Critical faunal migration corridor between the OKM and the W-Arly-Pendjari (WAP) Complexes is defined and measures for improving ecological connectivity between them are implemented (e.g. ecosystem rehabilitation and management of human-wildlife conflicts to reduce the pressure on fauna)
1.1. Manageable and representative PA system in place as a result of PA system ‘rationalization’ (called “requalification” in Togo)</td></tr>
<tr><td>E</td><td>1.6. A national support network for the management of biodiversity– composed inter alia of parliamentarians, other prominent Togolese, NGOs/CSOs and international partners –champions sound management of PAs</td></tr>
<tr><td>F</td><td>The Backstopper will assure periodic support to the PMU after the LT contract of the CTA</td></tr>
</table>

Specific needs and TOR for all these posts will be designed upon inception or when applicable, according to the project’s needs.</td></tr>
</table>

Table 11. Overview of Project Teams by Financier

		GEF	UNDP	UEMOA	Gov	#	at $	per	duration throughout project		total
PMU (Project Core)											
N	National Project Coordinator	10%		90%		1	32,000	year	5	years	**140,000**
I	Chief Technical Advisor	x				1	90,000	year	2.5	years	**225,000**
N	Project technical officer (M&E/database), mapping (GIS) and reporting		x			1	28,000	year	4	years	**112,000**
N	Administrative and Financial Assistant				x	1	-	year	5	years	In-kind
N	Drivers				x	2	-	year	5	years	in-kind
OKM Site Level											
N	National OKM site manager, stakeholder involvement and PA management and investment planning	x				1	30,000	-	5	years	**150,000**
N	Conservator and PA staff				x	2	-	-	5	years	in-kind
N	Social mobilization and sustainable alternative livelihood expert		x			1	20,000	year	4	years	**80,000**
N	Ecological monitoring	x				1	20,000	year	4.5	years	**90,000**
N	NRM and land use planning with experiences in livestock systems	x				1	20,000	year	4	years	**80,000**
Short term international consultants											
I	PA Finance (including business planning)	x				1	3,000	week	10	weeks	**30,000**
I	PA planning and management	x				1	3,000	week	10	weeks	**30,000**
I	Ecological monitoring systems (database and GIS development)	x				1	3,000	week	20	weeks	**60,000**
I	Eco-systemic approach and wildlife migration corridors	x				1	3,000	week	10	weeks	**30,000**
I	Ecotourism development and PA marketing		x			1	3,000	week	10	weeks	**30,000**
I	Backstopping		x			1	3,000	week	8	weeks	**24,000**
I	Backstopping			x		1	3,000	week	8	weeks	**24,000**
I	Climate Change		x			1	3,000	week	2	weeks	**6,000**
I	Evaluator	x				1	3,000	week	10	weeks	**30,000**
Short term national consultants											

		GEF	UNDP	UEMOA	Gov	#	at $	per	duration throughout project		total
N	Environmental Education and Communication (EEC)	x				1	1,000	week	10	weeks	**10,000**
N	Conflict management and multiple stakeholder consultations, participatory approaches		x			1	1,000	week	25	weeks	**25,000**
N	Socio-economy (biodiversity value chains and alternative livelihoods)	x				1	1,000	week	20	weeks	**20,000**
N	Legal, Policy and Institutional frameworks (PA regulations, options for co-management, participatory NRM and decentralization)			x		1	1,000	week	38	weeks	**38,000**
N	Public finance and planning (Sustainable financing options for co management/ participatory management)			x		1	1,000	week	10	weeks	**10,000**
N	Evaluator	x				1	1,000	week	10	weeks	**10,000**

Note: * I = International; N = National. ** Amounts in this table are for budgeting purposes. Project staff will be paid according to the standards of the execution modality and contracts will be drawn according to the applicable rules and regulations.

PART IV: Stakeholder Involvement Plan

INFORMATION DISSEMINATION, CONSULTATION, AND SIMILAR ACTIVITIES THAT TOOK PLACE DURING THE PPG

110. During the project preparation stage, a stakeholder analysis was undertaken in order to (Table 2):
- identify key stakeholders;
- review stakeholder interests and associated impacts on the project;
- identify and develop opportunities for the project for cooperation and to benefit stakeholders.

111. The PPG phase included consultations with the project's key stakeholders at the national and local levels. Field trips were carried out to the PAs of the OKM complex and the surrounding communities where future project sites were visited. An outline of the project proposal was presented to local authorities and community organizations. An inception workshop and a project validation workshop at the national level were also held and the project was thoroughly discussed. In addition, numerous other meetings were held, mostly with donors and key stakeholders who could not attend the workshops. The overall project design has been a participatory process, in line with UNDP's and GEF's requirements. (Refer to the studies 'Socio-economic aspects' and 'Stakeholder coordination and legal and institutional frameworks' for more detail on the PPG.)

112. The Directorate of Wildlife and Hunting (DFC) has been the main body for the project development process and will have the main responsibility for project execution. The DFC works in cooperation with the Ministries of Planning and Local Development (MATDCL), Agriculture/Livestock and Fisheries, Water/Infrastructure, Tourism, and research institutes (University of Lomé), local administrations and decentralized (deconcentrated) technical services, NGOs (international, national, local), related ministries and projects in neighboring countries (WAP complex) and representatives of the local populations, in particular AVGAP/UVAGAP, and local communities and communes (once these are operational). The national level has an important role to play in strategy development, inter-ministry coordination, improvement of legal and institutional frameworks, capacity building within DFC, support to local stakeholders and monitoring and assessment of project activities.

113. The main actors in the project at local level are the OKM complex Management Unit, the PA management units of Oti-Kéran and Oti-Mandouri and the communities living in and around the OKM complex. Technical services, NGOs and prefectoral and regional governments have important roles to play in supporting alternative livelihoods, land use and natural resource planning, in the establishment of co-management partnerships for PA and natural resource management, in capacity building for sustainable natural resources management, in awareness-raising and integration of biodiversity conservation in NRM. All these activities to promote and extend sustainable land management in the buffer and transition zones of the OKM and more widely among PA adjacent communities will help to reduce human pressure on the PA habitats and species.

114. A detailed table for in Annex 1 describes the key interventions (projects, programs and initiatives) that are relevant to the project or that are taking place in the project zone. This served as the basis for the calculation of the Incremental Cost Analysis (Section II, Part II – see Table 8).

115. The project proposes a mechanism to achieve broad-based stakeholder involvement in the project preparation and implementation processes. Stakeholder participation will include the following components:

116. Project Steering Committee (PSC): The PSC at national level will provide overall guidance for the execution of the project activities and will include representatives from all concerned ministries/institutions, cooperation partners (see table) and representatives from the local community organizations in the project area. In addition, the PSC shall inspect and follow-up the implementation of the project and provide coordination between relevant ministries and initiatives.

117. Project Management Unit (PMU): The project administration and coordination between the field management unit in the OKM complex and relevant organizations will be carried out by a PMU under the overall guidance of the PSC. As head of the PMU, the National Project Coordinator (NPC) will be responsible for outputs at central level, administrative and technical coordination of the project and report progress upon feed-back received from the project partners. Members from the field management unit (OKMMU) and the PMU will meet regularly and exchange information to ensure coordination and to plan consultant inputs.

118. The field management unit (OKMMU) will support the PA staff in all fields related to participatory and co-management approaches with local stakeholders and in particular with the communities in and around the OKM complex. Shared responsibilities between the state and local communities for the management of PA and natural resources will be initiated by the project. OKMMU will further establish the OKM Management Board as stakeholder forum for all structures involved in the project. This Board will include PA management staff, representatives of the local communities and AVGAPs, local administration and all supporting partners. They will be directly involved in participatory PA decisions and planning (delimitation, zoning, natural resources use conventions, management and business plans) and land use planning in community land adjacent to the OKM complex. The Board will help to identify key individuals and groups who can best contribute to the PA management and rehabilitation work and other project outputs. PA delimitation and co-management agreements for PA and key natural resources in adjacent communities will be negotiated between the communities and the PA managers and /or the dispersed (deconcentrated) environment service (MERF) supported by the OKMMU. All co-management agreements will be signed and validated by the OKM Management Board. Community involvement will include the active participation in PA surveillance and monitoring. The Board will also identify and provide support to all local stakeholders who can play potentially useful roles in conflict management.

119. Co-financing letters of commitment have been signed with the other financing partners to ensure coordinated implementation of activities and a maximum effectiveness of donor support. The potential partners for project implementation are listed below and in particular other Environment projects under the supervision of MERF will play a key role in achieving the outputs of the project. The most relevant and important projects, programs and initiatives are presented below.

Table 12. Coordination and collaboration between project and related initiatives

PROJECT, PROGRAM, INITIATIVE	HOW COLLABORATION WILL BE ENSURED
UNDP/GEF Regional Project "Enhancing the Effectiveness and Catalyzing the Sustainability of the W-Arly-Pendjari (WAP) Protected Area System" and the EU funded WAP/PAPE	Through UNDP EEG and with direct contact between the two coordination units. The WAP project is reinforcing with management of the transfrontier WAP Complex mostly at the regional level. Some activities are aimed the reinforcement of PA management at the national level with respect to laws and policies. This element will be tightly coordinated between the two projects. Collaboration with the EU programme WAP/PAPE, which is closely coordinated with the GEF project, is a given and has been confirmed by a joint ministerial statement made in Cotonou in February 2010.
IUCN's MIKE Programme (ecological monitoring with focus on large mammals harboured by the Regional Office in Ouagadougou – BRACO)	Contact and liaison between PMU and PMUs for ECOPAS Project in Benin, Burkina and Niger for ecosystem level information exchange; potential repeat aerial elephant/ large mammal surveys by MIKE program (OKM-WAP migration routes). There is a verbal agreement (to be further developed during the

PROJECT, PROGRAM, INITIATIVE	HOW COLLABORATION WILL BE ENSURED
	inception phase) on the MIKE programme for the WAP being extended in 2011 to also include de OKM Complex. Funds have been reserved in the budget for the purpose.
EU financed project PANADE (National Program of Decentralized Environmental Actions)	PANADE is among the most important partner managed co-financing of the project. Capacity building of local actors for environment management at decentralized level (departments), support to local land use planning (PIT = Plan d'Intégration Territoriale) and the realization of concrete environmental actions (agro-forestry, community forestry, protection and rehabilitation of natural sites, tree planting for energy purposes, living hedges and bushfire protection) are the main activities of this project. The project will target directly the PA adjacent areas in community land. The PANADE will start mid 2010 and runs for 5 years. The 3 prefectures concerned by the OKM Complex are within the pre-selected 8 prefectures of the PNADE. The PNADE will be a member of the PSC and the management units of the two projects will closely work together to create a maximum of synergies.
UNDP's PRCGE (Programme de Renforcement de Capacités pour la Gestion de l'Environnement), the UN's Joint Programming for poverty reduction and the localisation of the MDGs in the Millennium Communes and the GEF's Small Grant Program UNDP	UNDP will be are key member of the PSC and will supervise all project operations. Coordination will be assured be direct contacts between UNDP Togo, the PMU, the DFC and the PSC. Colloboration will be as follows: (1) Promoting the decentralised environmental management of natural resources for the PRCGE; (2) A concerted and participative development to revert the loss of environmental resources in the Millennium Communes for the MDG Localization Programme; and (3) by ensuring that qualified SGP micro-projects will support community-based organizations at the periphery of protected areas concerned.
CARTO (Centre d'Animation Rurale Tambimong), financed by the community of French catholic missionaries FIC Ploermel	Training and support to alternative livelihoods and capacity building output, partner managed co-financing, Member of the OKM Management Board. Support from CARTO will be primarily through a series of stakeholder training activities, support to local development initiatives, whose other actions to be undertaken in and around protected areas Oti-Keran and Oti-Mandouri.
FAO-Togo	FAO's support to elaboration new National Forestry Plan (training, community consultation in pilot areas including Savanes – OKM complex area 2009-11) will be essential for the success of the PA rationalistion exercise. New Plan 2 will include proposals for funding/ co-funding under FAO Partnership Facility – e.g. rehabilitation gallery forests, foréts classées and community co-management models. MERF project proposal relevant to OKM Project: pilot community forest (Savanes), training for women in improved charcoal production; village tree nurseries & reforestation (DFC and DEF to coordinate with PMU). Other actions include: (i) Awareness of local communities through the PAFN and MPFN; (ii) Development of human capacity in management of forest resources; (iii) Fight against land degradation; (iv) Promotion of alternative income generating activities; (v) Capitalisation of achievements of terminated project, including the project OSROIRAF/908/SWE carried out in Kountoiré. Member of the PSC, can potentially provide partner managed co-financing, although amounts remain to be confirmed.
IUCN PAPACO (Protected Area Program for Central- and West Africa)	PAPACO has been developing and implementing training modules on PA management for several clients in West and Central Africa. Togo remains to be included. in the Programmes' capacity building and awareness raising activities. Collaboration could be envisaged in Outputs 1.6 of the project. (Engagement of parliamentarians and other national groups of influence in conservation), but remains to be negotiated. More discussions on this will take place upon the project's

PROJECT, PROGRAM, INITIATIVE	HOW COLLABORATION WILL BE ENSURED
	inception phase.
UNEP/ GEF Regional Project: Developing Effective Integrated Management of the Volta River Basin	Via Regional Framework Partnerships for improved conservation of trans-frontier Protected Areas (Ministerial level), Benin-Togo and Ghana-Togo (Kyabobo-Fazao-Mafakassa). PMU liaison and keeping up-to-date with progress and opportunities (National Programs for river basin and water management under development) via MERF staff (central (Project Focal Point in DE, Lome) & regional/ prefectoral - OKM Complex)
SCAC project 'APRODECT'	The APRODECT currently has no concrete contribution the project outputs, but they can potentially support capacity building, some research work and help to orientate structures to the existing French micro project financing mechanisms (FSP, FFEM, Decentralized Cooperation). They will be a member of the PSC
World Bank financed PDC (Projet de Développement Communautaire)	This important Local Development Program finances rural infrastructure and income generation micro-projects formulated by the local communities. The financing of 30 micro-projects in the 3 prefectures of the OKM complex is foreseen in the current phase (2008 – 2012). Furthermore the project provides seeds, fertilizers and improved technical extension services to farmer by supporting the MAEP extension service. The PDC is a potential partner managed co-financing for alternative livelihoods (micro-projects). The PA project will support PA adjacent communities to elaborate their micro-projects and to introduce them to the PDC. PDC will be a member of the PSC and the management units of the two projects will assure coordination.
Research project of the university of Lomé : RIPIECSA (Recherche Interdisciplinaire et Participative sur les Interactions entre les Ecosystèmes, le Climat et les Sociétés d'Afrique de l'Ouest), financed by IRD within the French fund of priority solidarity (FSP)	This research project concentrates on scientific studies of the theme: Contribution to sustainable management of the ecosystems of the Oti plains: Biodiversity, spatial dynamics, influence of climatic factors and resource extraction. Study results will contribute significantly to increase the scientific ecological information and knowledge of the OKM. The university of Lomé will be a member of the PSC and the TAC of the project.
Multi donor funded program PNIASA (Programme National d'investissement Agricole et de Sécurité Alimentaire) of the MAEP	This large national program is under preparation and will support investments in agriculture and food security. Furthermore, the program will include questions of land tenure. This program will be important for the development of alternative livelihoods around the OKM complex. MAEP will be a member of the PSC and DFC will assure coordination with the MAEP.
Local NGO RAFIA and other local NGOs (see annex 5)	The NGO RAFIA, based in the Savannah region, has a diversified program in the environmental, agriculture and local development sector, financed by several international donor agencies. RAFIA will be one of the main contractors at site level for service contracts in the field of local consultations, capacity building, training etc. The NGO might provide several short term consultancy services too. The local NGO will be members of the OKM management board at local level. With regard to their importance, RAFIA will be a PSC member at central level too.
Environmental NGOs at central level (Les Amis de la Terre, INADES,…)	The PMU will collaborate with these NGOs. They will provide several services for the project (training sessions etc). They will be members of the PSC and -depending on project needs- associated to the TAC.

120. The project, with its proposed model of local and central stakeholder coordination structures which involve all actors, will contribute to better coordination and collaboration between the authorities and all actors responsible for conservation of PAs and biodiversity and sustainable development. This will lead to more effective resolution of management problems, and avoid duplication of efforts in and around the PA

and in adjacent areas. The efforts of various stakeholders in areas such as conservation, development, education and awareness, research, etc., will be coordinated and oriented towards common goals.

LONG-TERM STAKEHOLDER PARTICIPATION

121. The project will provide the following opportunities for long-term participation of all stakeholders, with a special emphasis on the active participation of local communities:

122. Decision-making – Local communities and local government will be empowered to have primary responsibility for sustainable natural resource management in the OKM complex and to be the primary beneficiaries of PA value chains that are developed. The establishment of co-management mechanisms between the government structures responsible for PA, local populations and other local stakeholders, will establish clear rights and obligations for each stakeholder and will be accompanied by the creation of the OKM Management Board as a participatory stakeholder forum. The field experiences will influence policy and strategy development for PAs at national level.

123. Capacity building – at systemic, institutional and individual levels – is one of the key strategic interventions of the project and will target all stakeholders that have the potential to be involved in brokering, implementing and/or monitoring management agreements related to activities in and around the OKM complex. The project will target community organizations especially to enable them to participate actively in developing, implementing and monitoring management agreements and to receive direct benefit from PAs and sustainable natural resource management in and around the OKM complex. Capacity building at central level for DFC and other relevant stakeholders will improve the long term management effectiveness of the PA system, including financial aspects.

124. Environmental Education, Communication (EEC) will include the development of an integrated strategy adapted to the different stakeholders to change behavior towards PAs and biodiversity conservation. The strategy will be based on the following key principles:

- providing information to all stakeholders on their rights, opportunities and obligations;
- promoting dialogue between all stakeholders;
- promoting access to information.

125. Finally, the project will be launched by a well-publicized multi-stakeholder inception workshop. This workshop will provide an opportunity to provide all stakeholders with updated information on the project as well as a basis for further consultation during the project's implementation, and will refine and confirm the work plan.

SOCIAL ISSUES

126. The development of new sustainable value chains, based on PA and sustainable natural resource use, will generate income for local populations as alternative livelihoods to the current destructive exploitation of the PAs. The needs of transhumant herders will be taken into account in the rehabilitation measures and the wider land use and development planning in PA adjacent areas. The project will also make efforts to help communities resolve their water access needs in ways which reduce human and livestock pressures on PAs, by influencing wider land and water use and development projects and initiatives in the project area. It is expected that these benefits will compensate certain natural resource use restrictions necessary for improved biodiversity conservation and PA integrity.

Project Annexes

Annex 1. Main interventions in the Project Zone

Table 13. Overview of Main interventions in the Project Zone

PROJECT OR INITIATIVE	PROJECT AREA	SECTORS	DONORS	BUDGET	TIME PERIOD
A) Relevant regional initiatives/partners					
IUCN regional project 'PAPACO' (Protected Area Program for Central- and West Africa)	Regional West and Central Africa	- National and regional Protected Area systems in Central- and West Africa - Some sporadic interventions in Togo	Multi donor (FFEM, FIBA, WCPA, African World Heritage Foundation, UNESCO, WCMC, KFW)		
UNDP/GEF Regional Project "Enhancing the Effectiveness and Catalyzing the Sustainability of the W-Arly-Pendjari (WAP) Protected Area System"	Regional (Niger, Benin, Ghana)	- Support to the effectiveness of the region PA system	UNDP/GEF	~26 million $ (~21 millions co-financing)	2006 -2012
Project 1000s +, regional program of IFDC, financed by the Netherlands's bilateral cooperation (DGIS) and Agroterra (NL)	Regional West Africa with activities in all Regions of Togo	- Promotion and support of agribusinesses, transformation and production /marketing chains for region specific products (Les Savanes: tomatoes, peanuts, rice, corn, guinea fowl; Kara: picks, tomatoes, igname, rice) - Market research and business planning	Netherlands's bilateral cooperation (DGIS) and Agriterra (NL)	Total: In Togo: 120.000.000 FCFA/year for 27 product chains	2006-2010 (second phase planned)
Mainstreaming pro-poor fertilizer access and innovative practices in West Africa (IFDC)	Regional West Africa (5 countries)	- Improved agriculture - Capacity building	IFAD	1,496,000 $	2010 -2012 (next phase already under preparation)
Developing Effective Integrated Management of the Volta River Basin	Regional West Africa (6 countries)	River Basin management at national and regional level (half of Togo land area including OKM complex in Volta River Basin)	UNEP/ GEF		National Plans under development 2010
B) Relevant national initiatives/partners.					
PNADE (National Program of Decentralized Environmental Actions)	National (8 pilot prefectures, incl. Kéran, Oti, Kpendjal)	- Capacity building of local actors for environment management at decentralized level - Support to local land use planning (PIT = Plan d'Intégration Territoriale) and NRM - Support and realization of concrete environmental actions (agro-forestry, community	EU	5,000,000 Euro	2010-2015

PROJECT OR INITIATIVE	PROJECT AREA	SECTORS	DONORS	BUDGET	TIME PERIOD
		forestry, protection and rehabilitation of natural sites, tree planting for energy purposes, living hedges and bushfire protection) - Capitalization of environmental information and redistribution			
PRCGE (Programme de Renforcement de Capacités pour la Gestion de l'Environnement)	National	- Institutional, policy, strategic and instruments support for environment management - Management of forest ecosystems - Management of the impact of climate change - Combat desertification and soil degradation - Management of pollution and noises	UNDP	2,708,000 $	2010 -2013
Environment small grant project	National	- financing environmental micro-project from civil society actors	UNDP	~350,000 $/year	2010 - ongoing
Food Facility	5 projects in Togo, 3 relevant for the project	A) French Red Cross in cooperation with RAFIAin 'Les Savanes': Improved agriculture in flat lands, micro-projects B) AVSF in Kara: increasing cereal production C) FAO National level training, technical support, ICAT, INADES	EU Brussels	A) 1,400,000 Euro B) 1,200,000 Euro C) 2,455,283 Euro	2010 – 2011 (18 month, no prolongation)
PDC (Projet de Développement Communautaire)	National, 30 micro-projects planned in the departments Oti, Kéran and Kpendjal	- Infrastructure micro projects - Income generation micro-projects - School feeding - Agriculture equipment (seeds, fertilizer) and extension service	World Bank	24,200,000 $	2008-2012 (actual phase, 2nd phase planned)
Research project of the University of Lomé : RIPIECSA	Oti river basin	- Scientific research program on the theme: Contribution to sustainable management of the ecosystems of the Oti plains: Biodiversity, spatial dynamics, influence of climatic factors and resource extraction.	IRD within the French fund of priority solidarity (FSP)	120,000 Euro	2009-2011
PNIASA (Programme National d'investissement Agricole et de Sécurité Alimentaire) of the MAEP	National	• Agriculture development investments and food security • Land use and land right questions	Multi donor funded including EU budget support (8.2 million Euro)	Planned: 618 billion FCFA	under preparation 2011-2015
FAO support to PAFN (Project to support National Forestry Plan) % Partnership Facility	National	- Revision of old Plan (FAO support: training, studies, community consultation) - Forestry (community co-management; rehabilitation gallery forests; improved charcoal production – training	FAO International and other donors via FAO Togo (MERF submits proposals to FAO	404,000 $ for new Plan. (pilot sites within this, 1 in OKM region: 36,000 to 50,000 $ each) Partnership Facility MERF proposal	New Plan 2011; new individual projects 2011- Facility: 3 year renewable cycle requires donor

PROJECT OR INITIATIVE	PROJECT AREA	SECTORS	DONORS	BUDGET	TIME PERIOD
		for rural women; improved tree seeds and reforestation)		(national & OKM): 300,000 $ (requires co-finance)	co-funding
Improved rice production for food security in Togo	National	Improved rice production, food security	EU, ADB, WB, UEMOA	24,512,801 $	2009-2011
Support to improved traditional energies and promotion of renewable energies in Togo	National	- Energy sector	FAO, EU, UNDP, ADB, WB, UEMOA	28,118,889 $	2011-2018
Environmental NGO at central level (Les Amis de la Terre, INADES,…) and national institute ICAR	National	- Environment including NRM - Sustainable development, agriculture - Awareness/ education/ community consultation - Research - Training - Lobbying	Various – FAO, EU, UNICEF (via programs); bilateral cooperation funds, European Foundations, international NGOs, IUCN (European committees), large volunteer 'in-kind' contributions	Several project contracts	ongoing
C) Relevant local initiatives/partners.					
CARTO (Centre d'Animation Rurale Tambimong), financed by the community of French catholic missionaries FIC Ploermel	Department Kpendjal	- Medium term trainings in improved agriculture, agroforestry, small livestock production (rabbits, goats, sheep, chicken etc.), living hedges, transformation of Jatropha and equipment of participants - Work with schools in the same field of actions	Community of French catholic missionaries FIC Ploermel	34 Million FCFA/year	Ongoing permanent
NGO RAFIA	Region 'Les Savanes'	- Huge program in the fields: environment, awareness raising, agriculture/sustainable development, local development, land degradation control and soil conservation)	Various: FAO, EU, UNDP (programs); IUCN, IFDC, Belgian NGOs (Vredeseilanden)	Financed by several project contract with diversified international donors	Ongoing, permanent
NGO CDD	Region 'Les Savanes'	- Environment/sustainable development communication and awareness raising	IUCN		2010 - on

Annex 2. GEF4 Complete Tracking Tools

PA Management Effectiveness Tracking Tool – "METT"

for the project

Strengthen the management of Togo's protected area system with the aim of improving its contribution to biodiversity conservation

Government of Togo
Executing Agency: Ministry of Environment and Forestry (Directorate of Wildlife and Hunting), assisted by IUCN.

Other Partners:
Ministry of Agriculture, Joint Program for Poverty Reduction and Localization of the MDGs
PNADE (National Program of Separate Actions for Environmental Management), European Union

UNDP GEF PIMS 4220
UNDP Atlas ID t.b.d. / GEF Sec project ID 4026

PA Management Effectiveness Tracking Tool – "METT"

Conceived by the World Bank/WWF Alliance for Forest Conservation and Sustainable Use

SECTION ONE: PROJECT GENERAL INFORMATION

1. Project Name: **Strengthening the conservation role of Togo's national System of Protected Areas (PA)**
2. Project Type (MSP or FSP): FSP
3. Project ID (GEF): 4026
4. Project ID (IA): 4220
5. Implementing Agency: UNDP
6. Country(ies): Togo

Name of reviewers completing tracking tool and completion dates

	Name	Title	Agency
CEO Endorsement (Mar 2010)	[1] PA Conservators [2] Birgit Halle [3] Kotchikpa Okoumassou [4] NN [5] Fabiana Issler	[1] Conservator/ Departmental Director MERF [2] UNDP Consultant [3] National Focal Point PWoAP [4] IUCN METT scorecard 2008 [5] Regional Technical Advisor for Biodiversity	[1] DFC/MERF [2] UNDP Lomé [3] DFC [4] IUCN (PAPACO) [5] UNDP Environment and Energy Group, Regional Office
Project Mid-term	n/a	n/a	n/a
Final Evaluation/ project completion	n/a	n/a	n/a

7. Project duration: *Planned* 5 years *Actual* n/a years

8. Lead Project Executing Agency (ies):

Directorate of Wildlife and Hunting (DFC), Ministry of Environment and Forestry (MERF), Government of the Republic of Togo

9. GEF Strategic Program:

[ ] Sustainable Financing of Protected Area Systems at the National Level (SP 1)
[ ] Increasing Representation of Effectively Managed Marine PAs in PA Systems (SP 2)
[x] Strengthening Terrestrial PA Networks (SP 3)

PROJECT COVERAGE IN HECTARES

Note: Oti-Kéran National Park and Oti Mandouri faunal reserve build the OKM complex and are mainly in the Sudanese Savannah and include imbedded wetlands of the Oti river system (RMSAR sites)

METT Table 1

Targets and Timeframe	Foreseen at project start (ha)	Achievement at Mid-term Evaluation of Project (ha)	Achievement at Final Evaluation of Project (ha)
Total Extent in hectares of protected areas targeted by the project by biome type			
Sudanese Savannah with imbedded wetlands	179,000*	**~ 179,000 gazetted and managed**	**~ 179,000 gazetted and managed, including rehabilitation**
Total	_		

* The area is only the planned PA zone after finalizing the PA rationalization exercise in the 2 connected PA, which will build the OKM complex. The initial surface before the 'requalification' exercise was 311,480 ha.

METT Table 2

#	Name of Protected Area	Is this a new protected area? (Y / N)*	Area (ha)**	Biome type	Global designation or priority lists	Local Designation of Protected Area**	IUCN Category for each Protected Area					
							I	II	III	IV	V	VI
1	Oti –Kéran National Park	N	69,000	Sudanese Savannah with imbedded wetlands	RAMSAR, MIKE, MAB proposed	Park National Oti –Kéran		X				
2	Oti- Mandouri Faunal Reserve	N	110,000	Sudanese Savannah (+ some Sudanese - Guinean Savannah) with imbedded wetlands	RAMSAR, MIKE, MAB proposed	Réserve de Faune Oti-Mandouri				X		

* Rationalization exercise is ongoing, new categories might occur and surrounding areas t.b.d.

** Surface after the rationalization exercise

SECTION TWO: MANAGEMENT EFFECTIVENESS TRACKING TOOL FOR PROTECTED AREAS:

METT Target Sites:

[1] Oti-Kéran National Park

[2] Oti-Mandouri Faunal Reserve

REPORTING PROGRESS AT PROTECTED AREA SITES:

Note: The two sites will build the OKM complex

Data Sheets 1 follow for each of the above mentioned METT target sites.

Data Sheet 1 for [METT Target Site 1] Oti-Kéran National Park

Name, affiliation and contact details for person responsible for completing the METT (email etc.)	OKOUMASSOU Kotchikpa, DFC, Chief Division Inventory, Management and Fauna Protection, National Point Focal Point PWoAP			
Date assessment carried out	30 th March 2010			
Name of protected area	**Oti-Kéran National Park**			
WDPA site code (these codes can be found on www.unep-wcmc.org/wdpa/)	ID 2339			
Designations	National X National Park	IUCN Category 2	International (please also complete sheet overleaf)	
Country	Togo			
Location of protected area (province and if possible map reference)	Regions of 'Kara' and 'Les Savanes'			
Date of establishment	29th September 1950, legal public utility status by décret n° 77-117/PR of 25th April 1977			
Ownership details (please tick)	State X	Private	Community	Other
Management Authority	Ministry of Environment and Forestry (MERF), Directorate of Wildlife and Hunting (DFC)			
Size of protected area (ha)	- 6500 ha with 'arrêté 779' of 29th September 1950 - 163 640 ha with 'décret n° 77-117/PR' of 25th April 1977 - 69 .000 ha zone planned after the ongoing participatory 'requalification process'			
Number of staff	Permanent 26	Temporary 0		
Annual budget (US$) – excluding staff salary costs	Recurrent (operational) funds No budget	Project or other supplementary funds : no funds		
What are the main values for which the area is designated	Conservation of natural resources: Soils, Water, Fauna and Flora to maintain vital conditions			
List the two primary protected area management objectives				
Management objective 1	Protection of biological diversity			
Management objective 2	Development of Ecotourism			
No. of people involved in completing assessment	5			
Including: (tick boxes)	PA manager X☐	PA staff X☐	Other PA agency staff X☐	NGO ☐
	Local community ☐	Donors ☐	External experts X☐	Other X☐ IUCN
Please note if assessment was carried out in association with a particular project, on behalf of an organization or donor.	PPG (UNDP/GEF): Project Rationalizing Togo's PA System			

Information on International Designations			
UNESCO World Heritage site (see: whc.unesco.org/en/list)			
Date listed Inscription process is ongoing	Site name Oti-Kéran/Oti-Mandouri (OKM)	Site area Extreme North-East of Togo	Geographical co-ordinates
Criteria for designation (i.e. criteria i to x)	Potential of geomorphological, socio-cultural, economical and esthetical particularities of the OKM complex Diversified fauna and flora, including large mammals (*Loxodonta africana*, *Panthera leo*, *Sincerus caffer*, *Hippotragus equinus*, *Hippopotamus amphibus*, *Kobus kob*) and water birds (*Balaerica pavonina*, *Ephippiorhynchus senegalensis*, group of the **ardeidae**)		
Statement of Outstanding Universal Value	Not yet stated		
Ramsar site (see: www.wetlands.org/RSDB/)			
Date listed 1997	Site name NP Kéran	Site area North Togo	Geographical number
Reason for Designation (see Ramsar Information Sheet)	Conservation of wetlands and their resources		
UNESCO Man and Biosphere Reserves (see: www.unesco.org/mab/wnbrs.shtml)			
Date listed Ongoing process	Site name	Site area Total: 179,000 ha (to be confirmed) Core: tbd Buffer: tbd Transition: tbd	Geographical co-ordinates
Criteria for designation			
Fulfilment of three functions of MAB (conservation, development and logistic support.)	yes		
Please list other designations (i.e. ASEAN Heritage, Natura 2000) and any supporting information below			
Name:	Detail:		
Name:	Detail:		
Name:	Detail:		
Name:	Detail:		
Name:	Detail:		

Data Sheet 1 for [METT Target Site 2]Oti Mandouri Faunal Reserve

Name, affiliation and contact details for person responsible for completing the METT (email etc.)	OKOUMASSOU Kotchikpa, DFC, Chief Division Inventory, Management and Fauna Protection, National Point Focal Point PWoAP			
Date assessment carried out	30 th March 2010			
Name of protected area	**Oti-Mandouri Faunal Reserve**			
WDPA site code (these codes can be found on www.unep-wcmc.org/wdpa/)	ID 37167			
Designations	National X Faunal reserve	IUCN Category 4 (listed as degazetted)	International (please also complete sheet overleaf)	
Country	Togo			
Location of protected area (province and if possible map reference)	Region 'Les Savanes', between the Préfectures 'Kpendjal' and 'Oti'			
Date of establishment	1980			
Ownership details (please tick)	State X	Private	Community	Other
Management Authority	Ministry of Environment and Forestry (MERF), Directorate of Wildlife and Hunting (DFC)			
Size of protected area (ha)	- 147,840 ha (1980) - 110,.000 ha planned after the ongoing participatory 'requalification process'			
Number of staff	Permanent 7	Temporary 0		
Annual budget (US$) – excluding staff salary costs	Recurrent (operational) funds No budget	Project or other supplementary funds : no funds		
What are the main values for which the area is designated	Conservation of natural resources: Soils, Water, Fauna and Flora to maintain vital conditions			
List the two primary protected area management objectives				
Management objective 1	Wildlife conservation			
Management objective 2	Maintain of wildlife migration corridors			
No. of people involved in completing assessment	4			
Including: (tick boxes)	PA manager X☐	PA staff X☐	Other PA agency staff ☐	NGO ☐
	Local community ☐	Donors ☐	External experts X☐	Other X☐ IUCN
Please note if assessment was carried out in association with a particular project, on behalf of an organization or donor.	PPG (UNDP/GEF): Project Rationalizing Togo's PA System			

Information on International Designations			
UNESCO World Heritage site (see: whc.unesco.org/en/list)			
Date listed Inscription process is ongoing	Site name Oti-Kéran/Oti-Mandouri (OKM)	Site area Extreme North-East of Togo	Geographical co-ordinates
Criteria for designation (i.e. criteria i to x)	Potential of geomorphological, socio-cultural, economical and esthetical particularities of the OKM complex Diversified fauna and flora, including large mammals (*Loxodonta africana*, *Panthera leo*, *Sincerus caffer*, *Hippotragus equinus*, *Hippopotamus amphibus*, *Kobus kob*) and water birds (*Balaerica pavonina*, *Ephippiorhynchus senegalensis*, group of the **ardeidae**)		
Statement of Outstanding Universal Value	Not yet stated		
Ramsar site (see: www.wetlands.org/RSDB/)			
Date listed 2005	Site name River basin Oti-Mandouri	Site area North Togo	Geographical number
Reason for Designation (see Ramsar Information Sheet)	Conservation of wetlands and their resources		
UNESCO Man and Biosphere Reserves (see: www.unesco.org/mab/wnbrs.shtml)			
Date listed Ongoing process	Site name	Site area Total: 179,000 ha (to be confirmed) Core: t.b.d. Buffer: t.b.d. Transition: t.b.d.	Geographical co-ordinates
Criteria for designation			
Fulfilment of three functions of MAB (conservation, development and logistic support.)	yes		
Please list other designations (i.e. ASEAN Heritage, Natura 2000) and any supporting information below			
Name:	Detail:		
Name:	Detail:		
Name:	Detail:		
Name:	Detail:		
Name:	Detail:		

PROTECTED AREAS THREATS: DATA SHEET 2

Existing threats are indicated as either **of high (H), medium (M) or low (L) significance.** Threats ranked as of high significance are those which are seriously degrading values; medium are those threats having some negative impact and those characterized as low are threats which are present but not seriously impacting values or **N/A** where the threat is not present or not applicable in the protected area (cells are not to be left blank).

Threats (column below) / METT Target Sites (to the right)	[1] Oti-Kéran	[2] Oti Mandouri	Remarks
1. Residential and commercial development within a protected area Threats from human settlements or other non-agricultural land uses with a substantial footprint			
1.1 Housing and settlement	M	H	
1.2 Commercial and industrial areas	N/A	N/A	
1.3 Tourism and recreation infrastructure	N/A	N/A	
2. Agriculture and aquaculture within a protected area Threats from farming and grazing as a result of agricultural expansion and intensification, including sylviculture, mariculture and aquaculture			
2.1 Annual and perennial non-timber crop cultivation	H	H	
2.1a Drug cultivation	N/A	N/A	
2.2 Wood and pulp plantations	N/A	N/A	
2.3 Livestock farming and grazing	H	H	
2.4 Marine and freshwater aquaculture	L	L	
3. Energy production and mining within a protected area Threats from production of non-biological resources			
3.1 Oil and gas drilling	N/A	N/A	
3.2 Mining and quarrying	N/A	N/A	
3.3 Energy generation, including from hydropower dams	N/A	N/A	
4. Transportation and service corridors within a protected area Threats from long narrow transport corridors and the vehicles that use them including associated wildlife mortality			
4.1 Roads and railroads (include road-killed animals)	L	M	
4.2 Utility and service lines (e.g. electricity cables, telephone lines,)	N/A	N/A	

Threats (column below) / METT Target Sites (to the right)	[1] Oti-Kéran	[2] Oti Mandouri	Remarks
4.3 Shipping lanes and canals	N/A	N/A	
4.4 Flight paths	N/A	N/A	
5. Biological resource use and harm within a protected area Threats from consumptive use of "wild" biological resources including both deliberate and unintentional harvesting effects; also persecution or control of specific species (note this includes hunting and killing of animals)			
5.1 Hunting, killing and collecting terrestrial animals (including killing of animals as a result of human/wildlife conflict)	H	H	
5.2 Gathering terrestrial plants or plant products (non-timber)	H	H	
5.3 Logging and wood harvesting	H	H	
5.4 Fishing, killing and harvesting aquatic resources	H	H	
6. Human intrusions and disturbance within a protected area Threats from human activities that alter, destroy or disturb habitats and species associated with non-consumptive uses of biological resources			
6.1 Recreational activities and tourism	N/A	N/A	
6.2 War, civil unrest and military exercises	N/A	N/A	
6.3 Research, education and other work-related activities in protected areas	L	L	
6.4 Activities of protected area managers (e.g. construction or vehicle use, artificial watering points and dams)	N/A	N/A	
6.5 Deliberate vandalism, destructive activities or threats to protected area staff and visitors	H	H	
7. Natural system modifications Threats from other actions that convert or degrade habitat or change the way the ecosystem functions			
7.1 Fire and fire suppression (including arson)	H	H	
7.2 Dams, hydrological modification and water management/use	N/A	M	
7.3a Increased fragmentation within protected area	H	H	
7.3b Isolation from other natural habitat (e.g. deforestation, dams without effective aquatic wildlife passages)	H	H	
7.3c Other ‘edge effects’ on park values	H	H	
7.3d Loss of keystone species (e.g. top predators, pollinators etc)	H	H	

Threats (column below) / METT Target Sites (to the right)	[1] Oti-Kéran	[2] Oti Mandouri	Remarks
8. Invasive and other problematic species and genes Threats from terrestrial and aquatic non-native and native plants, animals, pathogens/microbes or genetic materials that have or are predicted to have harmful effects on biodiversity following introduction, spread and/or increase			
8.1 Invasive non-native/alien plants (weeds)	L	L	
8.1a Invasive non-native/alien animals	N/A	N/A	
8.1b Pathogens (non-native or native but creating new/increased problems)	L	L	
8.2 Introduced genetic material (e.g. genetically modified organisms)	N/A	N/A	
9. Pollution entering or generated within protected area Threats from introduction of exotic and/or excess materials or energy from point and non-point sources			
9.1 Household sewage and urban waste water	N/A		
9.1a Sewage and waste water from protected area facilities (e.g. toilets, hotels etc)	N/A	N/A	
9.2 Industrial, mining and military effluents and discharges (e.g. poor water quality discharge from dams, e.g. unnatural temperatures, de-oxygenated, other pollution)	N/A	N/A	
9.3 Agricultural and forestry effluents (e.g. excess fertilizers or pesticides)	N/A	N/A	
9.4 Garbage and solid waste	N/A	N/A	
9.5 Air-borne pollutants	N/A	N/A	
9.6 Excess energy (e.g. heat pollution, lights etc)	N/A	N/A	
10. Geological events Geological events may be part of natural disturbance regimes in many ecosystems. But they can be a threat if a species or habitat is damaged and has lost its resilience and is vulnerable to disturbance. Management capacity to respond to some of these changes may be limited.			
10.1 Volcanoes	N/A	N/A	
10.2 Earthquakes/Tsunamis	N/A	N/A	
10.3 Avalanches/ Landslides	N/A	N/A	
10.4 Erosion and siltation/ deposition (e.g. shoreline or riverbed changes)	M	M	
11. Climate change and severe weather Threats from long-term climatic changes which may be linked to global warming and other severe climatic/weather events outside of the natural range of variation			

Threats (column below) / METT Target Sites (to the right)	[1] Oti-Kéran	[2] Oti Mandouri	Remarks
11.1 Habitat shifting and alteration	H	H	
11.2 Droughts	H	H	
11.3 Temperature extremes	H	H	
11.4 Storms and flooding	H	H	
12. Specific cultural and social threats			
12.1 Loss of cultural links, traditional knowledge and/or management practices	L	L	
12.2 Natural deterioration of important cultural site values	L	L	
12.3 Destruction of cultural heritage buildings, gardens, sites etc	N/A	N/A	

METT ASSESSMENT FORM

Issues	Criteria	Score	[1] Oti-Kéran National Park	[2] Oti Mandouri Faunal Reserve	Comments	Next Steps
1. Legal status	The protected area is not gazetted	0				
Does the protected area have legal status?	The government has agreed that the protected area should be gazetted but the process has not yet begun	1				
	The protected area is gazetted.	2		**X**	Socio-political troubles blocked the started gazetting process, the situation has continued until today	
Context	The protected area has been legally gazetted (or in the case of private reserves is owned by a trust or similar)	3	**X**			
2. Protected area regulations	There are no mechanisms for controlling inappropriate land use and activities in the protected area	0				
Are inappropriate land uses and activities (e.g. poaching) controlled?	Mechanisms for controlling inappropriate land use and activities in the protected area exist but there are major problems in implementing them effectively	1	**X**	**X**		
	Mechanisms for controlling inappropriate land use and activities in the protected area exist but there are some problems in effectively implementing them	2				
Context	Mechanisms for controlling inappropriate land use and activities in the protected area exist and are being effectively implemented	3				
3. Law enforcement		0				
Can staff enforce protected area rules well enough?		1	**X**	**X**		
		2				
Context		3				

Issues	Criteria	Score	[1] Oti-Kéran National Park	[2] Oti Mandouri Faunal Reserve	Comments	Next Steps
4. Protected area objectives	No firm objectives have been agreed for the protected area	0				
Have objectives been agreed?	The protected area has agreed objectives, but is not managed according to these Objectives	1	**X**	**X**		
	The protected area has agreed objectives, but these are only partially implemented	2				
Planning	The protected area has agreed objectives and is managed to meet these objectives	3				
5. Protected area design	Inadequacies in design mean achieving the protected areas major management objectives of the protected area is impossible	0				
	Inadequacies in design mean that achievement of major objectives are constrained to some extent	1	**X**	**X**		Requalification of PA is ongoing
Does the protected area need enlarging, corridors etc to meet its objectives?	Design is not significantly constraining achievement of major objectives, but could be improved	2				
Planning	Reserve design features are particularly aiding achievement of major objectives of the protected area	3				
6. Protected area boundary demarcation	The boundary of the protected area is not known by the management authority or local residents/neighbouring land users	0				
Is the boundary known and demarcated?	The boundary of the protected area is known by the management authority but is not known by local residents/neighboring land users	1	**X**	**X**		Local residents don't know the boundaries, especially in Oti area
	The boundary of the protected area is known by both the management authority and local residents but is not appropriately demarcated	2				
Context	The boundary of the protected area is known by the management authority and local residents and is appropriately demarcated	3				

Issues	Criteria	Score	[1] Oti-Kéran National Park	[2] Oti Mandouri Faunal Reserve	Comments	Next Steps
7. Management plan	There is no management plan for the protected area	0	**X**	**X**		
Is there a management plan and is it being implemented?	A management plan is being prepared or has been prepared but is not being implemented	1				
	An approved management plan exists but it is only being partially implemented because of funding constraints or other problems	2				
Planning	An approved management plan exists and is being implemented	3				
Additional Points	The planning process allows adequate opportunity for key stakeholders to influence the management plan	+1	---	---		
	There is an established schedule and process for periodic review and updating of the management plan	+1	---	---		
Planning	The results of monitoring, research and evaluation are routinely incorporated into planning	+1	---	---		
8. Regular work plan	No regular work plan exists	0	**X**	**X**		
Is there an annual work plan?	A regular work plan exists but activities are not monitored against the plan's targets	1				
	A regular work plan exists and actions are monitored against the plan's targets, but many activities are not completed	2				
Planning/Outputs	A regular work plan exists, actions are monitored against the plan's targets and most or all prescribed activities are completed	3				
9. Resource inventory	There is little or no information available on the critical habitats, species and cultural values of the protected area	0				
Do you have enough information to manage the area?	Information on the critical habitats, species and cultural values of the protected area is not sufficient to support planning and decision-making	1	**X**	**X**		

Issues	Criteria	Score	[1] Oti-Kéran National Park	[2] Oti Mandouri Faunal Reserve	Comments	Next Steps
Context	Information on the critical habitats, species and cultural values of the protected area is sufficient for key areas of planning/decision-making but the necessary survey work is not being maintained	2				
	Information concerning on the critical habitats, species and cultural values of the protected area is sufficient to support planning and decision making and is being maintained	3				
10. Protection systems	Protection systems (patrols, permits etc) do not exist or are not effective in controlling access/resource use	0				
Are systems in place to control access/resource use in the protected area? Process/Outcome	Protection systems are only partially effective in controlling access/resource use	1	**X**	**X**		
	Protection systems are moderately effective in controlling access/resource use	2				
	Protection systems are largely or wholly effective in controlling access/ resource use	3				
11. Research	There is no survey or research work taking place in the protected area	0		**X**		
Is there a programme of management-orientated survey and research work? *Inputs*	There is some ad hoc survey and research work	1	**X**			
	There is considerable survey and research work but it is not directed towards the needs of protected area management	2				
	There is a comprehensive, integrated programme of survey and research work, which is relevant to management needs	3				
12. Resource management	Requirements for active management of critical ecosystems, species and cultural	0				

Issues	Criteria	Score	[1] Oti-Kéran National Park	[2] Oti Mandouri Faunal Reserve	Comments	Next Steps
	values have not been assessed					
Is the protected area adequately managed (e.g. for fire, invasive species, poaching)?	Requirements for active management of critical ecosystems, species and cultural values are known but are not being addressed	1	X	X		
	Requirements for active management of critical ecosystems, species and cultural values are only being partially addressed	2				
Process	Requirements for active management of critical ecosystems, species and cultural values are being substantially or fully addressed	3				
13. Staff numbers	There are no staff	0				
Are there enough people employed to manage the protected area?	Staff numbers are inadequate for critical management activities	1		X	Insufficient staff and ineffective by lack of working materials	
	Staff numbers are below optimum level for critical management activities	2				
Inputs	Staff numbers are adequate for the management needs of the site	3	X		Ineffective staff by lack of working materials	
14. Staff training	Staff are untrained	0		X		
Is there enough training for staff?	Staff training and skills are low relative to the needs of the protected area	1	X			
Inputs/Process	Staff training and skills are adequate, but could be further improved to fully achieve the objectives of management	2				
	Staff training and skills are in tune with the management needs of the protected area, and with anticipated future needs	3				
15. Current budget	There is no budget for the protected area	0	X	X		
Is the current budget sufficient?	The available budget is inadequate for basic management needs and presents a serious constraint to the capacity to manage	1				
	The available budget is acceptable, but could be further improved to fully achieve effective management	2				

Issues	Criteria	Score	[1] Oti-Kéran National Park	[2] Oti Mandouri Faunal Reserve	Comments	Next Steps
Inputs	The available budget is sufficient and meets the full management needs of the protected area	3				
16. Security of budget	There is no secure budget for the protected area and management is wholly reliant on outside or year by year funding	0	**X**	**X**		
Is the budget secure?	There is very little secure budget and the protected area could not function adequately without outside funding	1				
	There is a reasonably secure core budget for the protected area but many innovations and initiatives are reliant on outside funding	2				
Inputs	There is a secure budget for the protected area and its management needs on a multi-year cycle	3				
17. Management of budget	Budget management is poor and significantly undermines effectiveness	0	**X**	**X**		
Is the budget managed to meet critical management needs?	Budget management is poor and constrains effectiveness	1				
Process	Budget management is adequate but could be improved	2				
	Budget management is excellent and aids effectiveness	3				
18. Equipment	There are little or no equipment and facilities	0		**X**		
Are there adequate equipment and facilities?	There are some equipment and facilities but these are wholly inadequate	1	**X**		No investments since 1990	
Process	There are equipment and facilities, but still some major gaps that constrain management	2				
	There are adequate equipment and facilities	3				
19. Maintenance of equipment	There is little or no maintenance of equipment and facilities	0	**X**	**X**	[2] nothing exists	
Is equipment adequately maintained?	There is some ad hoc maintenance of equipment and facilities	1				

Issues	Criteria	Score	[1] Oti-Kéran National Park	[2] Oti Mandouri Faunal Reserve	Comments	Next Steps
Process	There is maintenance of equipment and facilities, but there are some important gaps in maintenance	2				
	Equipment and facilities are well maintained	3				
20. Education and awareness programme	There is no education and awareness programme	0	**X**	**X**		
Is there a planned education programme?	There is a limited and ad hoc education and awareness programme, but no overall planning for this	1				
Process	There is a planned education and awareness programme but there are still serious gaps	2				
	There is a planned and effective education and awareness programme fully linked to the objectives and needs of the protected area	3				
21. Planning for land and water use	Adjacent land and water use planning does not take into account the needs of the protected area and activities/policies are detrimental to the survival of the area	0	**X**	**X**		
Does land and water use planning recognize the protected area and aid the achievement of objectives? Planning	Adjacent land and water use planning does not takes into account the long term needs of the protected area, but activities are not detrimental the area	1				
	Adjacent land and water use planning partially takes into account the long term needs of the protected area	2				
	Adjacent land and water use planning fully takes into account the long term needs of the protected area	3				
21a: Land and water planning for habitat conservation	Planning and management in the catchment or landscape containing the protected area incorporates provision for adequate environmental conditions (e.g. volume, quality and timing of water flow, air pollution levels etc) to sustain	+1	**---**	**---**		

Issues	Criteria	Score	[1] Oti-Kéran National Park	[2] Oti Mandouri Faunal Reserve	Comments	Next Steps
	relevant habitats.					
21b: Land and water planning for connectivity	Management of corridors linking the protected area provides for wildlife passage to key habitats outside the protected area (e.g. to allow migratory fish to travel between freshwater spawning sites and the sea, or to allow animal migration).	+1	---	---	Le requalification process has foreseen faunal migration corridors	
21c: Land and water planning for ecosystem services & species conservation	"Planning addresses ecosystem-specific needs and/or the needs of particular species of concern at an ecosystem scale (e.g. volume, quality and timing of freshwater flow to sustain particular species, fire management to maintain savannah habitats etc.)"	+1	---	---	Planned in the requalification process for the maintain of biological cycles for large mammals	
22. State and commercial neighbors	There is no contact between managers and neighboring official or corporate land users	0				
Is there co-operation with adjacent land users?	There is limited contact between managers and neighboring official or corporate land users	1				
	There is regular contact between managers and neighboring official or corporate land users, but only limited co-operation	2	**X**	**X**	Periodic meetings with AVGAP (associations of PA neighbors)	
Process	There is regular contact between managers and neighboring official or corporate land users, and substantial co-operation on management	3				
23. Indigenous people	Indigenous and traditional peoples have no input into decisions relating to the management of the protected area	0				
Do indigenous and traditional peoples resident or regularly using the PA have input to management decisions?	Indigenous and traditional peoples have some input into discussions relating to management but no direct involvement in the resulting decisions	1	**X**	**X**		
	Indigenous and traditional peoples directly contribute to some decisions	2				

Issues	Criteria	Score	[1] Oti-Kéran National Park	[2] Oti Mandouri Faunal Reserve	Comments	Next Steps
	relating to management					
Process	Indigenous and traditional peoples directly participate in making decisions relating to management	3				
24. Local communities	Local communities have no input into decisions relating to the management of the protected area	0				
Do local communities resident or near the protected area have input to management decisions?	Local communities have some input into discussions relating to management but no direct involvement in the resulting decisions	1	**X**	**X**		
	Local communities directly contribute to some decisions relating to management	2				
Process	Local communities directly participate in making decisions relating to management	3				
Additional points	There is open communication and trust between local stakeholders and protected area managers	+1	**X**	**---**	[2] People are afraid of a return of the 'old' PA management system	
Outputs	Programs to enhance local community welfare, while conserving protected area resources, are being implemented	+1	**---**	**---**		
	Local and/or indigenous people actively support the protected area	+1	**X**	**----**	[1] Only at Kéran site	
25. Economic benefit assessment	The existence of the protected area has reduced the options for economic development of the local communities	0	**X**	**X**	[1] For some people [2] PA is real handicap for the local population	
Is the protected area providing economic benefits to local communities?	The existence of the protected area has neither damaged nor benefited the local economy	1				
	There is some flow of economic benefits to local communities from the existence of the protected area but this is of minor significance to the regional economy	2				
Outcomes	There is a significant or major flow of	3				

Issues	Criteria	Score	[1] Oti-Kéran National Park	[2] Oti Mandouri Faunal Reserve	Comments	Next Steps
	economic benefits to local communities from activities in and around the protected area (e.g. employment of locals, locally operated commercial tours etc)					
26. Monitoring and evaluation	There is no monitoring and evaluation in the protected area	0	**X**	**X**		
Are management activities monitored against performance?	There is some ad hoc monitoring and evaluation, but no overall strategy and/or no regular collection of results	1				
Planning	There is an agreed and implemented monitoring and evaluation system but results are not systematically used for management	2				
Process	A good monitoring and evaluation system exists, is well implemented and used in adaptive management	3				
27. Visitor facilities	There are no visitor facilities and services	0		**X**		
Are visitor facilities (for tourists, pilgrims etc) good enough?	Visitor facilities and services are Inappropriate for current levels of visitation or are under construction	1	**X**		All old infrastructures (1990) are ruined	
	Visitor facilities and services are adequate for current levels of visitation but could be improved	2				
Outputs	Visitor facilities and services are excellent for current levels of visitation	3				
28. Commercial tourism	There is little or no contact between managers and tourism operators using the protected area	0	**X**	**X**	[1] No commercial tourism since 1990	
Do commercial tour operators contribute to protected area management?	There is contact between managers and tourism operators but this is largely confined to administrative or regulatory matters	1				
	There is limited co-operation between managers and tourism operators to enhance visitor experiences and maintain protected area values	2				
Process	There is excellent co-operation between	3				

Issues	Criteria	Score	[1] Oti-Kéran National Park	[2] Oti Mandouri Faunal Reserve	Comments	Next Steps
	managers and tourism operators to enhance visitor experiences, protect values and resolve conflicts					
29. Fees	Although fees are theoretically applied, they are not collected	0				
If fees (tourism, fines) are applied, do they help protected area management?	The fee is collected, but it goes straight to central government and is not returned to the protected area or its environs	1	**X**	**X**	Transit taxes, collected since 2004, enter since 2008 directly into the central state budget. From 2004 – 2008 35% of these taxes have been designated for PA management	
	The fee is collected, but is disbursed to the local authority rather than the protected area	2				
Outputs	There is a fee for visiting the protected area that helps to support this and/or other protected areas	3				
30. Condition of values	Important biodiversity, ecological and cultural values are being severely degraded	0		**X**		
What is the condition of the important values of the protected area as compared to when it was first designated?	Some biodiversity, ecological and cultural values are being severely degraded	1				
	Some biodiversity, ecological and cultural values are being partially degraded but the most important values have not been significantly impacted	2	**X**			
Outcomes	Biodiversity, ecological and cultural values are predominantly intact	3				
Additional points *Outputs*	The assessment of the condition of values is based on research and/or monitoring	+1	**---**	**---**		
	Specific management programs are being implemented to address threats to biodiversity, ecological and cultural	+1	**---**	**---**		

Issues	Criteria	Score	[1] Oti-Kéran National Park	[2] Oti Mandouri Faunal Reserve	Comments	Next Steps
	values					
	Activities to maintain key biodiversity, ecological and cultural values are a routine part of park management	+1	---	---		
		102	**27**	**16**		

SECTION THREE: UNDP'S FINANCIAL SUSTAINABILITY SCORECARD FOR NATIONAL SYSTEMS OF PAS

Financial Scorecard - Part I – Overall Financial Status of the Protected Areas System

Basic Protected Area System Information

Describe the PA system and what it includes:

Following socio-political upheaval in the country in the 1990s and the near-total withdrawal of international development cooperation, Togo's PA system, along with much of the country's infrastructure, has fallen into severe decline. Togo's original PA estate (gazetted between 1939 and 1958) included 83 sites and covered, until the late 1980's, approximately 793,000 ha (or 14 % of the country's land surface). Of these, 628,000 ha were composed of large areas, i.e. national parks and wildlife reserves, and represented 11 % of the land surface.

Today, the 'nominal' network of PAs no longer consists of intact habitats. From a land-use point of view, Togo's PA network displays today a largely heterogeneous collection of sites and includes anything from settlements, reforested areas and areas otherwise exploited for non-conservation purposes (e.g. farming, exotic tree plantations, extraction of hardwood, utility wood, firewood, hunting and tourism), but also some areas that are being actively conserved, although under challenging conditions.

Since 1999, Togo has been attempting to restore the remaining viable PAs in a way that balances the need for protecting biodiversity with the needs of the local populations. This rationalization exercise has structured the original 83 PAs into five groups: (a) areas converted beyond rehabilitation, where the original ecosystem has been substituted by agricultural land, pasture, urban or semi-urban settlements (18 sites); (b) areas essentially comprised of highly degraded natural vegetation, also beyond rehabilitation (6 sites); (c) areas that are partially composed of productive forestry developments and partially of highly degraded natural vegetation that are difficult and costly to restore (9 sites); (d) mixed areas that include both natural and exotic vegetation with a high regeneration potential, which could justify restoration and conservation activities (48 sites); (e) and lastly fetish forests (2 sites). The two last groups (amounting to 50 sites with an approximate total area of 578,250 ha or 10% of the Togo's land surface) could potentially fulfill a conservation purpose, and offer an opportunity to revamp Togo's PA estate.

One recommendation of the initial PA rationalization exercise was that some areas beyond rehabilitation should be degazetted, while others were proposed to have their size reduced, although the legal dossiers for confirming the status of many of these areas are still pending. Another result of the PA system rationalization exercise is that ten priority PAs and 'PA mosaics' (comprising 15 individual sites) were earmarked to constitute the core of a new national system of PAs (see Table below). Criteria for their selection included size, the feasibility of rehabilitating natural habitat within the areas and the overall ecosystem representation. Together, the revised hectarage the 'top ten' priority PAs/PA mosaics tally approximately 457,000 ha (or 58% of the notional PA estate in the 1980's).

Overview of Togo's Top Ten priority PAs and PA mosaic and total PA coverage

PA / PA MOSAIC NAME	PA TYPE(S)	ORIGINAL HECTARAGE (ha)	REVISED HECTARAGE (ha)	REMARKS
Fazao-Malfakassa/Anié	National Park / Forest Reserve	193,400	193,400	Managed by international NGO (FFW)
Abdoulaye	Faunal Reserve	30,000	30,000	Managed by international NGO (Société Togo-faune)
Oti-Kéran	National Park, RAMSAR site 1997, proposed MAB site	163,640	69,000	Revision ongoing, site of this project
Oti-Mandouri	Faunal Reserve, RAMSAR site 2007,	147,840	110,000	Revision ongoing, site of this projet

	proposed MAB site			
Togodo South/North	Natural Resource Management Area / National Park	31,000	25,500	Revised 2002
Bayémé	Natural Resource Management Area	198	158	Revised 2005
Amou-Mono/ Tchilla-Monota	Natural Resource Management Area / Forest Reserve	32,100	26,400	Revised 2002
Alédjo	Faunal Reserve	765	765	revision ongoing
Lions' Den	National Park	1,650	1,650	
Assévé and Godjinmé	Small fetish forests adjacent to Lion's Den	10	10	
TOTAL PRIORITY PAs		**600,603**	**456,883**	
Other PAs	mixed	192,397	121,367	
Total		**793,000**	**578,250**	

Financial Analysis of National Protected Area System	Baseline year [10]2009' (US$)[11] (1$ = 500 Fcfa)	Year 2010 (US$)[12](1$ = 500 Fcfa)	Year 2011 (forecasting) (US$)[13] (1$ = 500 Fcfa)	Comments
Available Finances				
(1) Total annual central government budget allocated to PA management (excluding donor funds and revenues generated (4) and retained within the PA system)	0	50,000 $ planned	??	
- national protected areas	0	50,000 $ planned		
- national areas co-managed by NGOs	0	0		
- state/municipal protected areas	N/A	N/A	N/A	
- others	N/A	N/A	N/A	
(2) Total annual government budget provided for PA management (including donor funds, loans, debt-for nature swaps)				
- national protected areas	0	50,000 $ planned	??	
- national areas co-managed by NGOs	200,000 $	200,000 $	200,000 $	Foundation Franz Weber (PA Fazao) and Society Togo Faune (PA Djamdè)
- state/municipal protected areas	N/A	N/A	N/A	
- others	N/A	N/A	N/A	
(3) Total annual revenue generation from PAs, broken down by source	0	0	0	Transit taxes unknown and not serving PA
a. Tourism - total	0	0	0	

[10] The baseline year refers to the year the Scorecard was completed for the first time and remains fixed. Insert year eg 2007.
[11] Average conversion rate for 2007 is 1.22
[12] Conversion rate of 1.22 as of 9 Sept.2008
[13] Insert in footnote the local currency and exchange rate to US$ and date of rate [1.22 as of 9 September 2008]

Financial Analysis of National Protected Area System	Baseline year [10]2009' (US$)[11] (1$ = 500 Fcfa)	Year 2010 (US$)[12](1$ = 500 Fcfa)	Year 2011 (forecasting) (US$)[13] (1$ = 500 Fcfa)	Comments
- Tourism taxes	0	0	0	
- Entrance fees	0	0	0	
- Additional user fees	0	0	0	
- Concessions	0	0	0	
b. Payments for ecosystem services (PES)	0	0	0	
c. Other (specify each type of revenue generation mechanism)				
Transit taxes	X	X	X	Entering directly into state budget without backflow to PA
(4) Total annual revenues by PA type[14]	0	0	0	
- national protected areas	0	0	0	
- national areas co-managed by NGOs	0	0	0	
- state/municipal protected areas	N/A	N/A	N/A	
- others	N/A	N/A	N/A	
(5) Percentage of PA generated revenues retained in the PA system for re-investment[15]	0	0	0	
(6) Total finances available to the PA system [government budget plus donor support etc (2)] plus [total annual revenues (4) multiplied by percentage of PA generated revenues retained in the PA system for re-investment (5)]	200,000 $	250,000 $ (planned)	200,000 $ + ?	State PA budget 2011 not yet planned
Costs and Financing Needs				
(7) Total annual expenditure for PAs (operating and investment costs)[16]	200,000 $	250,000 $ (planned)	200,000 $ + ?	Without staff expenses
- national protected areas	0	50,000 $ (planned)	??	
- national protected areas co-managed by NGOs	200,000 $	200,000 $	200,000 $	Annual financing Foundation Franz Weber (PA Fazao) and Society Togo Faune (PA Djamdè)
- state/municipal protected areas	N/A	N/A	N/A	
- others	N/A	N/A	N/A	
(8) Estimation of financing needs				
A. Estimated financing needs for *basic* management costs and investments to be covered	14,000,000 $	14,000,000 $	14,000,000 $	For 10 priority PA
B. Estimated financing needs for *optimal* management costs and investments to be covered	20,000,000 $	20,000,000 $	20,000,000 $	For 10 priority PA

[14] This total will be the same as for (3) but broken down by PA type instead of by revenue type
[15] This includes funds to be shared by PAs with local stakeholders
[16] In some countries actual expenditure differs from planned expenditure due to disbursement difficulties. In this case actual expenditure should be presented and a note on disbursement rates and planned expenditures can be made in the Comments column.

Financial Analysis of National Protected Area System	Baseline year [10]2009' (US$)[11] (1$ = 500 Fcfa)	Year 2010 (US$)[12](1$ = 500 Fcfa)	Year 2011 (forecasting) (US$)[13] (1$ = 500 Fcfa)	Comments
(9) Annual financing gap (financial needs – available finances)[17]				
A. Net actual annual surplus/deficit[18]	- 13,800,000 $	- 13,750,000 $ (planned)	≤ - 13,800,000 $	
B. Annual financing gap for basic expenditure scenarios	- 13,800,000 $	- 13,750,000 $ (planned)	≤ - 13,800,000 $	
C. Annual financing gap for optimal expenditure scenarios	- 19,800,000 $	- 19,750,000 $ (planned)	≤ - 19,800,000 $	

Financial Scorecard – Part II – Assessing Elements of the Financing System

COMPONENTS AND ELEMENTS	**SCORES**				**COMMENTS**
Component 1 – Legal, regulatory and institutional frameworks					
Element 1 – Legal, policy and regulatory support for revenue generation by Pas	**None**	**Some**	**A few**	**Fully**	
	0	**1**	**2**	**3**	
(i) Laws are in place that facilitate PA revenue mechanisms		X			
(ii) Fiscal instruments such as taxes on tourism and water or tax breaks exist to promote PA financing	X				
Element 2 - Legal, policy and regulatory support for revenue retention and sharing within the PA system	**No**	**Under development**	**Yes, but needs improvement**	**Yes, satisfactory**	
	0	**1**	**2**	**3**	
(i) Laws, policies and procedures are in place for PA revenues to be retained by the PA system			X		Not functional because PA are not functional
(ii) Laws, policies and procedures are in place for PA revenues to be retained, in part, at the PA site level			X		
(iii) Laws, policies and procedures are in place for revenue sharing at the PA site level with local stakeholders			X		
Element 3 - Legal and regulatory conditions for establishing Funds	**No**	**Establishe**	**Established**	**Established**	

[17] Financing needs as calculated in (8) minus available financing total in (6)
[18] This will be more relevant to parastatals and PA agencies with autonomous budgets

COMPONENTS AND ELEMENTS	SCORES				COMMENTS
(trust funds, sinking funds or revolving funds)		**d**	**with limited capital**	**with adequate capital**	
	0	**1**	**2**	**3**	
(i) A Fund have been established and capitalized to finance the PA system		X			
(ii) Funds have been created to finance specific PAs	X				No funds available
(iii) Funds are integrated into the national PA financing systems	X				
Element 4 - Legal, policy and regulatory support for alternative institutional arrangements for PA management to reduce cost burden to government	**None**	**Under development**	**Yes, but needs improvement**	**Yes, Satisfactory**	
	0	**1**	**2**	**3**	
(i) There are laws which allow and regulate delegation of PA management and associated financial management for concessions		X			New forestry code (adopted 19th June 2008), examination of legal application texts in ongoing
(ii) There are laws which allow and regulate delegation of PA management and associated financial management for co-management		X			
(ii) There are laws which allow and regulate delegation of PA management and associated financial management to local government		X			
(iv) There are laws which allow private reserves		X			
Element 5 - National PA financing strategies	**Not begun**	**In progress**	**Completed**	**Under implementation**	
	0	**1**	**3**	**5**	
(i) Degree of formulation, adoption and implementation of a national financing strategy	X				
(ii) The inclusion within the national PA financing strategy of key policies:	**No**	**Yes**			
	0	**2**			
- Revenue generation and fee levels across PAs	X				
- Criteria for allocation of PA budgets to PA sites (business plans, performance etc)	X				
- Safeguards to ensure that revenue generation does not adversely affect conservation objectives of Pas	X				
- Requirements for PA management plans to include financial sections	X				

COMPONENTS AND ELEMENTS	SCORES				COMMENTS
or associated business plans					
Element 6 - Economic valuation of protected area systems (ecosystem services, tourism based employment etc)	**None**	**Partial**	**Satisfactory**	**Full**	
	0	**1**	**2**	**3**	
(i) Economic data on the contribution of protected areas to local and national development	X				Data collection until the social-political troubles 1990, no economic exploitation of PA since this time
(ii) PA economic values are recognized across government		X			Values recognized by other ministries at national level, but locally ignored for political (election) interests
Element 7 - Improved government budgeting for PA systems	**No**	**Yes**			
	0	**2**			
(i) Policy of the Treasury towards budgeting for the PA system provides for increased medium to long term financial resources in accordance with demonstrated needs of the system.	X				
(ii) Policy promotes budgeting for PAs based on financial need as determined by PA management plans.	X				
(iii) There are policies that PA budgets should include funds for the livelihoods of communities living in and around the PA as part of threat reduction strategies	X				.
Element 8 - Clearly defined institutional responsibilities for PA management and financing	**None**	**Partial**	**Improving**	**Full**	
	0	**1**	**2**	**3**	
(i) Mandates of institutions regarding PA finances are clear and agreed	X				
Element 9 - Well-defined staffing requirements, profiles and incentives at site and system level	**None**	**Partial**	**Almost there**	**Full**	
	0	**1**	**2**	**3**	
(i) There are sufficient number of positions for economists and financial planners and analysts in the PA authorities to properly manage the finances of the PA system	X				
(ii) Terms of Reference (TORs) for PA staff include responsibilities for revenue generation, financial management and cost-effectiveness		X			
(iii) Laws and regulations motivate PA managers to promote site level financial sustainability (e.g. a portion of site generated revenues are allowed to be maintained	X				Today centralized budget

COMPONENTS AND ELEMENTS	SCORES				COMMENTS
for on-site re-investment and that such finances are additional to government budgets and not substitution)					
(iv) Performance assessment of PA site managers includes assessment of sound financial planning, revenue generation and cost-effective management	X				
(v) PA managers have the possibility to budget and plan for the long-term (e.g. over 5 years)	X				
Total Score for Component 1				**Togo score: 14/78 = 17.9%**	
Component 2 – Business planning and tools for cost-effective management					
Element 1 – PA site-level business planning	**Not begun**	**Early stages**	**Near complete**	**Completed**	
	0	**1**	**2**	**3**	
(i) PA management plans showing objectives, needs and costs are prepared across the PA system	X				
(ii) Business plans, based on standard formats and linked to PA management plans and conservation objectives, are developed for pilot sites	X				
(iii) Business plans are implemented at the pilot sites (degree of implementation measured by achievement of objectives)	X				
(iv) Business plans are developed for all appropriate PA sites (business plans will not be useful for PAs with no potential to generate revenues)	X				
(v) Financing gaps identified by business plans for PAs contribute to system level planning and budgeting	X	1			.
(vi) Costs of implementing business plans are monitored and contributes to cost-effective guidance and financial performance reporting	X				
Element 2 - Operational, transparent and useful accounting and auditing systems	**None**	**Partial**	**Near complete**	**Fully completed**	
	0	**1**	**2**	**3**	
(i) Policy and regulations require comprehensive, coordinated cost accounting systems to be in place (for both input and activity based accounting)	X				
(ii) There is a transparent and coordinated cost and investment	X				

COMPONENTS AND ELEMENTS	SCORES				COMMENTS
accounting system operational for the PA system					
(iii) Revenue tracking systems for each PA in place and operational	X				
(iv) There is a system so that the accounting data contributes to national reporting	X				
Element 3 - Systems for monitoring and reporting on financial management performance	**None**	**Partial**	**Near completed**	**Complete and operational**	
	0	**1**	**2**	**3**	
(i) All PA revenues and expenditures are fully and accurately reported by government and are made transparent	X				
(ii) Financial returns on investments from capital improvements measured and reported, where possible (e.g. track increase in visitor revenues before and after establishment of a visitor centre)	X				
(iii) A monitoring and reporting system in place to show how and why funds are allocated across PA sites and the central PA authority	X				
(iv) Financial performance of PAs is evaluated and reported (linked to cost-effectiveness)	X				
Element 4 - Methods for allocating funds across individual PA sites	**No**	**Yes**			
	0	2			
(i) National PA budget is appropriately allocated to sites based on criteria agreed in national financing strategy	X				
(ii) Policy and criteria for allocating funds to co-managed PAs complement site based fundraising efforts	X				
Element 5 - Training and support networks to enable PA managers to operate more cost-effectively	**Absent**	**Partially done**	**Almost done**	**Fully**	
	0	**1**	**2**	**3**	
(i) Guidance on cost-effective management developed and being used by PA managers	X				
(ii) Operational and investment cost comparisons between PA sites complete, available and being used to track PA manager performance	X				
(iii) Monitoring and learning systems of cost-effectiveness are in place and feed into management policy and planning	X				
(iv) PA site managers are trained in financial management and cost-effective management	X				.

COMPONENTS AND ELEMENTS	SCORES				COMMENTS
(v) PA site managers share costs of common practices with each other and with PA headquarters	X				
Total Score for Component 2				**Togo: 0/ 61 = 0%**	
Component 3 – Tools for revenue generation					
Element 1 - Number and variety of revenue sources used across the PA system	**None**	**Partially**	**A fair amount**	**Optimal**	
	0	**1**	**2**	**3**	
(i) An up-to-date analysis of all revenue options for the country complete and available including feasibility studies;		X			Study realized 2000-2005 in the frame of the creation of a forestry fund
(ii) There is a diverse set of sources and mechanisms generating funds for the PA system	X				
(iii) PAs are operating revenue mechanisms that generate positive net revenues (greater than annual operating costs and over long-term payback initial investment cost)	X				
Element 2 - Setting and establishment of user fees across the PA system	**No**	**Partially**	**Satisfactory**	**Fully**	
	0	**1**	**2**	**3**	
(i) A system wide strategy and implementation plan for user fees is complete and adopted by government	X				.
(ii) The national tourism industry and Ministry are supportive and are partners in the PA user fee system and programs	X				
(iii) Tourism related infrastructure investment is proposed and is made for PA sites across the network based on revenue potential, return on investment and level of entrance fees [3]	X				
(iv) Where tourism is promoted PA managers can demonstrate maximum revenue whilst still meeting PA conservation objectives	X				
(v) Non tourism user fees are applied and generate additional revenue	X				
Element 3 - Effective fee collection systems	**None**	**Partially**	**Completed**	**Operational**	
	0	**1**	**2**	**3**	
(i) A system wide strategy and implementation plan for fee collection is	X				Closes in the frame of PA concessions

COMPONENTS AND ELEMENTS	SCORES				COMMENTS
complete and adopted by PA authorities (including co-managers)					are not respected
Element 4 - Marketing and communication strategies for revenue generation mechanisms	**None**	**Partially**	**Satisfactory**	**Fully**	
	0	**1**	**2**	**3**	
(i) Communication campaigns and marketing for the public about the tourism fees, new conservation taxes etc are widespread and high profile	X				No promotion materiel produced for marketing
Element 5 - Operational PES schemes for PAs[4]	**None**	**Partially**	**Progressing**	**Fully**	
	0	**1**	**2**	**3**	
(i) A system wide strategy and implementation plan for PES is complete and adopted by government	X				
(ii) Pilot PES schemes at select sites developed	X				
(iii) Operational performance of pilots is evaluated and reported	X				
(iv) Scale up of PES across the PA system is underway	X				
Element 6 - Operational concessions within PAs	**None**	**Partially**	**Progressing**	**Fully**	
	0	**1**	**2**	**3**	
(i) A system wide strategy and implementation plan complete and adopted by government for concessions		X			Examination of MERF documents by the government is ongoing
(ii) Concession opportunities are identified at appropriate PA sites across the PA system		X			2 concessions exist: Foundation Franz Weber (PA Fazao-Malfakassa) and Société Togo-Faune (PA Djamdè)
(iii) Concession opportunities are operational at pilot sites		X			A South-African company for tourism and PA management worked in Oti-Kéran until 1990 (socio-political troubles)
(iv) Operational performance of pilots is evaluated, reported and acted upon	X				
Element 7 - PA training programs on revenue generation mechanisms	**None**	**Limited**	**Satisfactory**	**Extensive**	
	0	**1**	**2**	**3**	
(i) Training courses run by the government and other competent organizations for PA managers on revenue mechanisms and financial administration	X				
Total Score for Component 3				**Togo score: 4/57 = 7%**	

Financial Scorecard – Part III – Scoring and Measuring Progress

Total Score for PA System	18
Total Possible Score	206
Actual score as a percentage of the total possible score	8.7%
Percentage scored in previous year	n/a

Date: 30th March 2010

Annex 3. Summary Results of UNDP's Financial Sustainability Scorecard for PA Systems

Table 14. Summary Results of UNDP's Financial Sustainability Scorecard for PA Systems

FINANCIAL SCORECARD – PART II Summarized – ASSESSING ELEMENTS OF THE FINANCING SYSTEM See Part II of the GEF4 Tracking Tools for details	Score for Togo PA System	Total Possible Score	%
Component 1 – Legal, regulatory and institutional frameworks	**14**	**82**	**17.9%**
Element 1 – Legal, policy and regulatory support for revenue generation by Pas	1	6	16.6%
Element 2 - Legal, policy and regulatory support for revenue retention and sharing within the PA system	6	9	33.3%
Element 3 - Legal and regulatory conditions for establishing Funds (trust funds, sinking funds or revolving funds)	1	9	11.1%
Element 4 - Legal, policy and regulatory support for alternative institutional arrangements for PA management to reduce cost burden to gvt.	4	12	33.3%
Element 5 - National PA financing strategies	0	13	0%
Element 6 - Economic valuation of protected area systems (ecosystem services, tourism based employment etc)	1	6	16.6%
Element 7 - Improved government budgeting for PA systems	0	6	0%
Element 8 - Clearly defined institutional responsibilities for PA management and financing	0	3	0%
Element 9 - Well-defined staffing requirements, profiles and incentives at site and system level	1	18	5.5%
Component 2 – Business planning and tools for cost-effective management	**0**	**67**	**0%**
Element 1 – PA site-level business planning	0	24	0%
Element 2 - Operational, transparent and useful accounting and auditing systems	0	12	0%
Element 3 - Systems for monitoring and reporting on financial management performance	0	12	0%
Element 4 - Methods for allocating funds across individual PA sites	0	4	0%
Element 5 - Training and support networks to enable PA managers to operate more cost-effectively	0	15	0%
Component 3 – Tools for revenue generation	**4**	**57**	**7%**
Element 1 - Number and variety of revenue sources used across the PA system	1	9	11.1%
Element 2 - Setting and establishment of user fees across the PA system	0	15	0%
Element 3 - Effective fee collection systems	0	3	0%
Element 4 - Marketing and communication strategies for revenue generation mechanisms	0	3	0%
Element 5 - Operational PES schemes for PAs	0	12	0%
Element 6 - Operational concessions within PAs	3	12	33.3%
Element 7 - PA training programs on revenue generation mechanisms	0	3	0%
Total Score	**18**	**206**	**8.7%**

Annex 4. UNDP Capacity development scorecard

Table 15. Summary Results of the UNDP Capacity Development Scorecard for PA Management

Strategic Areas of Support	Systemic			Institutional			Individual			Average %
	Project Scores	Total possible score	% achieved	Project Scores	Total possible score	% achieved	Project Scores	Total possible score	% achieved	
(1) Capacity to conceptualize and formulate policies, legislations, strategies and programs	5	6	83.3%	0	3	0%	n/a	n/a	n/a	41.6%
(2) Capacity to implement policies, legislation, strategies and programs	5	9	55.5%	10	27	37%	1	12	8.3%	33.6%
(3) Capacity to engage and build consensus among all stakeholders	2	6	33.3%	1	6	16.7%	1	3	33.3%	27,8%
(4) Capacity to mobilize information and knowledge	2	3	66.6%	2	3	66.6%	1	3	33.3%	55.5%
(5) Capacity to monitor, evaluate, report and learn	2	6	33.3%	2	6	33.3%	1	3	33.3%	33.3%
TOTAL Score and average for %'s	**16**	**30**	**53.3%**	**15**	**45**	**33.3%**	**4**	**21**	**19%**	**35.2%**

Table 16. Detailed Results from the Capacity Development Scorecard

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
1. Capacity to conceptualize and formulate policies, legislations, strategies and programs					
	Systemic	The protected area agenda is being effectively championed / driven forward	0 -- There is essentially no protected area agenda; 1 -- There are some persons or institutions actively pursuing a protected area agenda but they have little effect or influence; 2 -- There are a number of protected area champions that drive the protected area agenda, but more is needed; 3 -- There are an adequate number of able "champions" and "leaders" effectively driving forwards a protected area agenda	**2**	
	Systemic	There is a strong and clear legal mandate for the establishment and management of protected areas	0 -- There is no legal framework for protected areas; 1 -- There is a partial legal framework for protected areas but it has many inadequacies; 2 – There is a reasonable legal framework for protected areas but it has a few weaknesses and gaps; 3 -- There is a strong and clear legal mandate for the establishment and management of protected areas	**3**	Lack of finances to implement the decisions
	Institutional	There is an institution responsible for protected areas able to strategize and plan (this is 2 issues	0 -- Protected area institutions have no plans or strategies; 1 -- Protected area institutions do have strategies and plans, but these are old and no longer up to date or were prepared in a totally top-down fashion; 2 -- Protected area institutions have some sort of mechanism to update their strategies and plans, but	**0**	The national natural resource management strategy includes the conservation of PA

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
		- needs separating, 1 Systemic, 2 institutional)	this is irregular or is done in a largely top-down fashion without proper consultation; 3 – Protected area institutions have relevant, participatorially prepared, regularly updated strategies and plans		
2. Capacity to implement policies, legislation, strategies and programs					
	Systemic	There are adequate skills for protected area planning and management	0 -- There is a general lack of planning and management skills; 1-- Some skills exist but in largely insufficient quantities to guarantee effective planning and management; 2 -- Necessary skills for effective protected area management and planning do exist but are stretched and not easily available; 3 -- Adequate quantities of the full range of skills necessary for effective protected area planning and management are easily available	**1**	
	Systemic	There are protected area systems	0 -- No or very few protected area exist and they cover only a small portion of the habitats and ecosystems; 1 -- Protected area system is patchy both in number and geographical coverage and has many gaps in terms of representativeness; 2 -- Protected area system is covering a reasonably representative sample of the major habitats and ecosystems, but still presents some gaps and not all elements are of viable size; 3 -- The protected areas includes viable representative examples of all the major habitats and ecosystems of appropriate geographical scale	**1**	A restoration process of the viable PA (called requalification) is ongoing in Togo since 1999
	Systemic	There is a fully transparent oversight authority for the protected areas institutions	0 -- There is no oversight at all of protected area institutions; 1 -- There is some oversight, but only indirectly and in an non-transparent manner; 2 -- There is a reasonable oversight mechanism in place providing for regular review but lacks in transparency (e.g. is not independent, or is internalized) ; 3 -- There is a fully transparent oversight authority for the protected areas institutions	**3**	DFC supervises the PA, but lack of finances hampers fulfilling their mission
	Institutional	Protected area institutions are effectively led	0 -- Protected area institutions have a total lack of leadership; 1 -- Protected area institutions exist but leadership is weak and provides little guidance; 2 -- Some protected area institutions have reasonably strong leadership but there is still need for improvement; 3 -- Protected area institutions are effectively led	**2**	Lack of finances hampers effective leadership
	Institutional	Protected areas have regularly updated, participatorially prepared, comprehensive management plans	0 -- Protected areas have no management plans; 1 -- Some protected areas have up-to-date management plans but they are typically not comprehensive and were not participatorially prepared; 2 -- Most Protected Areas have management plans though some are old, not participatorially prepared or are less than comprehensive; 3 -- Every protected area has a regularly updated, participatorially prepared, comprehensive management plan	**1**	No management plans for PA (lack of finances) with exception of PA Bayémé
	Institutional	Human resources are well qualified and motivated	0 -- Human resources are poorly qualified and unmotivated; 1 -- Human resources qualification is spotty, with some well qualified, but many only poorly and in general unmotivated; 2 -- HR in general reasonably qualified, but many lack in motivation, or those that are motivated are not sufficiently qualified; 3 -- Human resources are well qualified and motivated.	**1**	
	Institutional	Management plans are implemented in a timely manner effectively achieving their objectives	0 -- There is very little implementation of management plans; 1 -- Management plans are poorly implemented and their objectives are rarely met; 2 -- Management plans are usually implemented in a timely manner, though delays typically occur and some objectives are not met;	**0**	No management plans

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
			3 -- Management plans are implemented in a timely manner effectively achieving their objectives		
	Institutional	Protected area institutions are able to adequately mobilize sufficient quantity of funding, human and material resources to effectively implement their mandate	0 -- Protected area institutions typically are severely underfunded and have no capacity to mobilize sufficient resources; 1 -- Protected area institutions have some funding and are able to mobilize some human and material resources but not enough to effectively implement their mandate; 2 -- Protected area institutions have reasonable capacity to mobilize funding or other resources but not always in sufficient quantities for fully effective implementation of their mandate; 3 -- Protected area institutions are able to adequately mobilize sufficient quantity of funding, human and material resources to effectively implement their mandate	**1**	Mobilization of financial resources is irregular and largely insufficient
	Institutional	Protected area institutions are effectively managed, efficiently deploying their human, financial and other resources to the best effect	0 -- While the protected area institution exists it has no management; 1 -- Institutional management is largely ineffective and does not deploy efficiently the resources at its disposal; 2 -- The institution is reasonably managed, but not always in a fully effective manner and at times does not deploy its resources in the most efficient way; 3 -- The protected area institution is effectively managed, efficiently deploying its human, financial and other resources to the best effect	**1**	
	Institutional	Protected area institutions are highly transparent, fully audited, and publicly accountable	0 -- Protected area institutions totally non-transparent, not being held accountable and not audited; 1 – Protected area institutions are not transparent but are occasionally audited without being held publicly accountable; 2 -- Protected area institutions are regularly audited and there is a fair degree of public accountability but the system is not fully transparent; 3 -- The Protected area institutions are highly transparent, fully audited, and publicly accountable	**2**	
	Institutional	There are legally designated protected area institutions with the authority to carry out their mandate	0 -- There is no lead institution or agency with a clear mandate or responsibility for protected areas; 1 -- There are one or more institutions or agencies dealing with protected areas but roles and responsibilities are unclear and there are gaps and overlaps in the arrangements; 2 -- There are one or more institutions or agencies dealing with protected areas, the responsibilities of each are fairly clearly defined, but there are still some gaps and overlaps; 3 -- Protected Area institutions have clear legal and institutional mandates and the necessary authority to carry this out	**1**	
	Institutional	Protected areas are effectively protected	0 -- No enforcement of regulations is taking place; 1 -- Some enforcement of regulations but largely ineffective and external threats remain active; 2 -- Protected area regulations are regularly enforced but are not fully effective and external threats are reduced but not eliminated; 3 -- Protected Area regulations are highly effectively enforced and all external threats are negated	**1**	
	Individual	Individuals are able to advance and develop professionally	0 -- No career tracks are developed and no training opportunities are provided; 1 -- Career tracks are weak and training possibilities are few and not managed transparently; 2 -- Clear career tracks developed and training available; HR management however has inadequate performance measurement system; 3 -- Individuals are able to advance and develop professionally	**0**	
	Individual	Individuals are appropriately skilled for their jobs	0 -- Skills of individuals do not match job requirements; 1 -- Individuals have some or poor skills for their jobs; 2 -- Individuals are reasonably skilled but could further improve for optimum match with job requirement; 3 -- Individuals are appropriately skilled for their jobs	**1**	
	Individual	Individuals are highly motivated	0 -- No motivation at all; 1 -- Motivation uneven, some are but most are not;	**0**	

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
			2 -- Many individuals are motivated but not all; 3 -- Individuals are highly motivated		
	Individual	There are appropriate systems of training, mentoring, and learning in place to maintain a continuous flow of new staff	0 -- No mechanisms exist; 1 -- Some mechanisms exist but unable to develop enough and unable to provide the full range of skills needed; 2 -- Mechanisms generally exist to develop skilled professionals, but either not enough of them or unable to cover the full range of skills required; 3 -- There are mechanisms for developing adequate numbers of the full range of highly skilled protected area professionals	**0**	
3. Capacity to engage and build consensus among all stakeholders					
	Systemic	Protected areas have the political commitment they require	0 -- There is no political will at all, or worse, the prevailing political will runs counter to the interests of protected areas; 1 -- Some political will exists, but is not strong enough to make a difference; 2 -- Reasonable political will exists, but is not always strong enough to fully support protected areas; 3 -- There are very high levels of political will to support protected areas	**1**	Political commitment at national level, but interferences of local interest groups hampers the whole requalification process
	Systemic	Protected areas have the public support they require	0 -- The public has little interest in protected areas and there is no significant lobby for protected areas; 1 -- There is limited support for protected areas; 2 -- There is general public support for protected areas and there are various lobby groups such as environmental NGO's strongly pushing them; 3 -- There is tremendous public support in the country for protected areas	**1**	Political commitment at national level, but interferences of local interest groups hampers the whole requalification process
	Institutional	Protected area institutions are mission oriented	0 -- Institutional mission not defined; 1 -- Institutional mission poorly defined and generally not known and internalized at all levels; 2 -- Institutional mission well defined and internalized but not fully embraced; 3 – Institutional missions are fully internalized and embraced	**1**	Clear mission of MERF and other ministries, but the role of communes has to be defined for a systemic approach
	Institutional	Protected area institutions can establish the partnerships needed to achieve their objectives	0 -- Protected area institutions operate in isolation; 1 -- Some partnerships in place but significant gaps and existing partnerships achieve little; 2 -- Many partnerships in place with a wide range of agencies, NGOs etc, but there are some gaps, partnerships are not always effective and do not always enable efficient achievement of objectives; 3 -- Protected area institutions establish effective partnerships with other agencies and institutions, including provincial and local governments, NGO's and the private sector to enable achievement of objectives in an efficient and effective manner	**0**	
	Individual	Individuals carry appropriate values, integrity and attitudes	0 -- Individuals carry negative attitude; 1 -- Some individuals have notion of appropriate attitudes and display integrity, but most don't; 2 -- Many individuals carry appropriate values and integrity, but not all; 3 -- Individuals carry appropriate values, integrity and attitudes	**1**	
4. Capacity to mobilize information and knowledge					
	Systemic	Protected area institutions have the information they need to develop and monitor strategies and action plans for the	0 -- Information is virtually lacking; 1 -- Some information exists, but is of poor quality, is of limited usefulness, or is very difficult to access; 2 -- Much information is easily available and mostly of good quality, but there remain some gaps in quality, coverage and availability; 3 -- Protected area institutions have the information they need to develop and monitor strategies	**2**	

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
		management of the protected area system	and action plans for the management of the protected area system		
	Institutional	Protected area institutions have the information needed to do their work	0 -- Information is virtually lacking; 1 -- Some information exists, but is of poor quality and of limited usefulness and difficult to access; 2 -- Much information is readily available, mostly of good quality, but there remain some gaps both in quality and quantity; 3 -- Adequate quantities of high quality up to date information for protected area planning, management and monitoring is widely and easily available	**2**	No centralized data base for PA information
	Individual	Individuals working with protected areas work effectively together as a team	0 -- Individuals work in isolation and don't interact; 1 -- Individuals interact in limited way and sometimes in teams but this is rarely effective and functional; 2 -- Individuals interact regularly and form teams, but this is not always fully effective or functional; 3 -- Individuals interact effectively and form functional teams	**1**	
5. Capacity to monitor, evaluate, report and learn					
	Systemic	Protected area policy is continually reviewed and updated	0 -- There is no policy or it is old and not reviewed regularly; 1 -- Policy is only reviewed at irregular intervals; 2 -- Policy is reviewed regularly but not annually; 3 -- National protected areas policy is reviewed annually	**0**	No specific policy for PA
	Systemic	Society monitors the state of protected areas	0 -- There is no dialogue at all; 1 -- There is some dialogue going on, but not in the wider public and restricted to specialized circles; 2 -- There is a reasonably open public dialogue going on but certain issues remain taboo; 3 -- There is an open and transparent public dialogue about the state of the protected areas	**2**	A lot of problems continue at local level
	Institutional	Institutions are highly adaptive, responding effectively and immediately to change	0 -- Institutions resist change; 1 -- Institutions do change but only very slowly; 2 -- Institutions tend to adapt in response to change but not always very effectively or with some delay; 3 -- Institutions are highly adaptive, responding effectively and immediately to change	**1**	Lack of finances hampers rapid adaptation
	Institutional	Institutions have effective internal mechanisms for monitoring, evaluation, reporting and learning	0 -- There are no mechanisms for monitoring, evaluation, reporting or learning; 1 -- There are some mechanisms for monitoring, evaluation, reporting and learning but they are limited and weak; 2 -- Reasonable mechanisms for monitoring, evaluation, reporting and learning are in place but are not as strong or comprehensive as they could be; 3 -- Institutions have effective internal mechanisms for monitoring, evaluation, reporting and learning	**1**	Lack of working materiel
	Individual	Individuals are adaptive and continue to learn	0 -- There is no measurement of performance or adaptive feedback; 1 -- Performance is irregularly and poorly measured and there is little use of feedback; 2 -- There is significant measurement of performance and some feedback but this is not as thorough or comprehensive as it might be; 3 -- Performance is effectively measured and adaptive feedback utilized	**1**	

Annex 5. CSO scorecards (LES AMIS DE LA TERRE, RAFIA, INADES)

LES AMIS DE LA TERRE

CSO Capacity Assessment Tool; CSO Title: [[Friends of the Earth/ Les Amis de la Terre – Togo]]			
PART I. ASSESSING CSO COMMITMENT TO THE UNDP PRINCIPLES OF PARTICIPATORY HUMAN DEVELOPMENT AND DEMOCRATIC GOVERNANCE			
1.1 Legal status and history	*Degree of legal articulation and biographical indications*		
INDICATOR	**AREAS FOR ASSESSMENT**	**Ye/No or Comments**	**APPLICABLE DOCUMENTS/TOOLS**
1.1.1 Legal status	Is the CSO legally established? Does the CSO comply with all legal requirements of its legal identity and registration?	Yes Yes	Statutes, legal registration documents etc
1.1.2 History	Date of creation and length in existence; Reasons and circumstances for the creation of the CSO Has the CSO evolved in terms of scope and operational activity?	1990 as Association 1994 as NGO Yes evolved	Recepissee de declaration d'association No 690 INTS/SG-APA-PC du 27 juin 1991 Attestation No. 0064/MPAT du 4 octobre 1995 as Development NGO Annual programme agreement with government
1.2 Mandate, policies and governance	*Compatibility between the goals of the CSO with those of UNDP and a sound governance structure*		
INDICATOR	**AREAS FOR ASSESSMENT**		**APPLICABLE DOCUMENTS/TOOLS**
1.2.1 CSO mandate and policies	Does the CSO share UNDP principles of human development? Does the CSO share similar service lines to UNDP? Is it clear on its role?	Yes: values: engagement, volunteerism, efficacity & efficiency, transparency, hope	Vision: a Togo ecologically, socially and economically stable and sustainable which meets the needs of all, today and in the future
1.2.2 Governance	Who makes up the governing body and what is it charged with? How does the independent governing body exert proper oversight? Does the CSO have a clear and communicated organizational structure?	Independent Advisory Committee, 7 members, President, Treasurer etc.- oversight of all finance and programme Yes	Annual reports, programme reports, minutes of meetings, independent audit
1.3 Constituency and external support	*Ability to build collaborative relationships and a reputable standing with other sectors*		
INDICATOR	**AREAS FOR ASSESSMENT**		**APPLICABLE DOCUMENTS/TOOLS**
1.3.1 Constituency	Does the CSO have a clear constituency? Is the organization membership based? Is there a long-term community development vision? Does the CSO have regular and participatory links to its constituency? Are constituents informed and supportive about the CSO and its activities?	Yes Yes Yes Yes	more than 500 members; 17 local sections throughout Togo Regular newsletters, workshops, active programme of projects with volunteers Annual and project reports
1.3.2 CSO local and	Does the CSO belong to other CSO organizations	Yes	Strong partnerships with local, national (e.g. FONGTO,

global linkages	and/or CSO networks in its own sector? Does the CSO have strong links within the CSO community and to other social institutions?	Yes	COMET) and international NGOs (e.g. FoE International, IUCN, variety of voluntary and civil society networks); accredited by UNEP
1.3.3 Other partnerships , networks and external relations	Does the CSO have partnerships with government / UN agencies / private sector / foundations / others? Are these partnerships a source of funding?	Yes Yes	see box above FoE Togo functions entirely by obtaining programme funding from donors to run projects and cover core costs (Office, 9 staff plus volunteers and stagiaires, running costs etc.)

CSO Capacity Assessment Tool; CSO Title: [Friends of the Earth/ Les Amis de la Terre - Togo]			
PART II. ASSESSING CSO CAPACITY FOR PROJECT MANANGEMENT			
2.1 Technical capacity	***Ability to implement a project***		
INDICATOR	**AREAS FOR ASSESSMENT**	**Yes/No, Comment**	**APPLICABLE DOCUMENTS/TOOLS**
2.1.1 Spécialization	Does the CSO have the technical skills required? Does the CSO collect baseline information about its consituency? Does the CSO have the knowledge needed? Does the CSO keep informed about the latest techniques/ competencies/policies/trends in its area of expertise? Does the CSO have the skills and competencies that complement those of UNDP?	Yes Yes Yes Yes Yes – particular strengths in participatory engagement of local communities, field projects, use of volunteers and limited PA management expertise: NGO needs capacity building in this last area (PA s): requires at least 2 people to be fully-trained "	"Annual reports; Project and programme reports; Workshop reports and communications Outreach, sensibilisation, education materials; Nonudzo – 3-monthly magazine Especially relevant to OKM: see "Rapport de l'atelier portant identification des besoins des communautes riveraines des aires protegees du Togo. Kara le 18 et 19 decembre 2008"
2.1.2 Implementation	Does the CSO have access to relevant information/resources and experience? Does the CSO have useful contacts and networks? Does the CSO know how to get baseline data, develop indicators? Does it apply effective approaches to reach its targets (i.e participatory methods)	Yes Yes Yes Yes – particular strengths in participatory engagement of local communities"	see above and partnerships/ networks: FoE-Togo is member or partner of: FoE International; MERF Togo; IUCN; UNEP; Fondation Prince Albert de Monaco; ECOSOC and national Togolese NGO networks
2.1.3 Human Resources	Does the CSO staff possess adequate expertise and experience? Does the CSO use local capacities (financial/human/other resources)?	Yes Yes	"FoE-Togo makes very good use of local community input and Togolese and international volunteers on work camps to support community projects. 800 Togolese and 600 international volunteers in 2010; also international stagiaires gaining work experience (3 in 2010). Staff have relevant qualifications e.g.

			Participatory research/ management and protected areas management planning
2.2 Managerial capacity	***Ability to plan, monitor and co-ordinate activities***		
INDICATOR	**AREAS FOR ASSESSMENT**		**APPLICABLE DOCUMENTS/TOOLS**
2.2.1 Planning, Monitoring and Evaluation	Does the CSO produce clear, internally consistent proposals and intervention frameworks? Does the development of a programme include a regular review of the programme? Does the CSO hold annual programme or project review meetings? Is strategic planning translated into operational activities? Are there measurable objectives in the operational plan?"	Yes Yes Yes Yes Yes	"Annual reports, financial and progress reports to donors, funding requests/ project proposals Weekly and annual reviews of plans and progress"
2.2.2 Reporting and performance track record	"Does the CSO report on its work to its donors, to its constituency, to CSOs involved in the same kind of work, to the local council, involved government ministries, etc.? Does the CSO monitor progress against indicators and evaluate its programme/project achievement? Does the CSO include the viewpoint of the beneficiaries in the design and review of its programming?"	Yes Yes Yes – often communities approach FoE to ask for support; all project planning and implementation is done in a fully participatory way involving beneficiaries " services techniques départementaux.	See above
2.3 Administrative Capacities	***Ability to provide adequate logistical support and infrastructure***		
INDICATOR	**AREAS FOR ASSESSMENT**		**APPLICABLE DOCUMENTS/TOOLS**
2.3.1 Facilities and equipment	Does the CSO possess logistical infrastructure and equipment? Can the CSO manage and maintain equipment?	Yes Yes	Annual reports etc.; office functions well, has good reputation, continues to attract international donor funding
2.3.2 Procurement	Does the CSO have the ability to procure goods, services and works on a transparent and competitive basis?	Yes	see above plus external Annual Audits
2.4 Financial Capacities	***Ability to ensure appropriate management of funds***		
INDICATOR	**AREAS FOR ASSESSMENT**		**APPLICABLE DOCUMENTS/TOOLS**
2.4.1 Financial management & funding resources	"Is there a regular budget cycle? Does the CSO produce programme and project budgets? What is the maximum amount of money the CSO has managed? Does the CSO ensure physical security of advances, cash and records?	Yes – annual operating budget Yes Maximum single project budgets: 445,000 Euros (adduction d'eau/ Fondation Prince Albert de Monaco);	"Annual reports; financial and progress reports to donors; independent external Audit annually – Audit Reports; Conseil d'Administration ensures oversight and

	Does the CSO disburse funds in a timely and effective manner? Does the CSO have procedures on authority, responsiblity, monitoring and accountability of handling funds? Does the CSO have a record of financial stability and reliability?"	150,000 Euros (projet TMF4/ FFE-UICN) Yes Yes Yes Yes reliability; No stability – FoE core costs are covered entirely from project funds therefore always depend on projects funds which is not a stable funding stream. FoE has however operated successfully this way for 20 years"	financial control together with internal staff record-keeping and financial procedures "
2.4.2 Accounting system	"Does the CSO keep good, accurate and informative accounts? Does the CSO have the ability to ensure proper financial recording and reporting?	Yes Yes	"See above Also – international donors are satisfied with performance and reporting/ accounting and continue to provide funds"

Completed 7 April 2010 – office of Les Amis de la Terre-Togo, Lome. By: Nonie Coulthard, Mensah Franco Todzro, Dakpui Aku Eyram, Kogbe Yaovi Lowanu, Somana Atsou

Outil d'évaluation des capacités des OSC; Raison sociale de L'OSC: Collectif d'Associations Pastorales de et ONG (CAPONG)			
PART I. EVALUATION DE L'ENGAGEMENT DE L'OSC AUX PRINCIPES DE DEVELOPPEMENT HUMAIN PARTICIPATIF ET DE GOUVERNANCE DEMOCRATIQUE DU PNUD			
1.1 Statut juridique et historique	*Niveau d'articulation juridique et d'indications biographiques*		
INDICATEUR	**DOMAINES D'EVALUATION**	**Oui/Non ou observations**	**DOCUMENTS/OUTILS APPLICABLES**
1.1.1 Statut juridique	L'OSC est-elle légalement constituée? L'OSC respecte-t-elle toutes les conditions légales de son identité juridique et de son enregistrement?	oui oui	Statuts
1.1.2 Historique	Date de création et durée d'existence; Raisons et contexte de la création de l'OSC L'OSC a-t-elle évolué en termes de portée et d'opérationalité?	15 Janvier 1992 appui au développement local, formation oui : couverture régionale, spécialisation dans l'autopromotion des paysans et l'autonomisation de certains.	ONG de droit togolais fondée le 15 janvier 1992 et reconnue juridiquement par arrêté ministériel du 5 juin 1996, sous le n° 807/MIS-SG-APA-PC. Procès verbal de création Rapports d'activités
1.2 Mission, politiques et gouvernance	*Compatibilité entre les objectifs de l'OSC et ceux du PNUD, et structure de gouvernance saine*		
INDICATEUR	**DOMAINES D'EVALUATION**		**DOCUMENTS/OUTILS APPLICABLES**
1.2.1 Mission et polititiques de l'OSC	L'OSC partage-t-elle les principes de développement humain du PNUD? L'OSC partage-t-elle des sevrices similaires à ceux du PNUD? Est-elle claire sur son rôle?	oui oui : relais du PNUD/PEDEns/PVENU	Statuts Documents d'accords de partenariat Rapports d'activités
1.2.2 Gouvernance	Qui compose l'instance dirigeante et quelle est la responsabilité de celle-ci? Comment l'instance dirigeante indépendante exerce-t-elle une surveillance appropriée? L'OSC a-t-elle une structure organisationnelle claire et communiquée?	oui : Assemblée Générale (AG), Conseil d'Administration (CA) oui : AG définit les orientations, CA : contrôle l'exécutif oui : organigramme	Statuts Rapports de l'AG Rapports du CA
1.3 Circonscription et appui externe	*Capacité à construire des relations de collaboration et une bonne réputation avec d'autres secteurs*		
INDICATEUR	**DOMAINES D'EVALUATION**		**DOCUMENTS/OUTILS APPLICABLES**
1.3.1 Cirsconscription	L'OSC a-t-elle une circonscription claire? Le membership de l'organisation est-il établi? Y a-t-il une vision de développement communautaire de long terme? L'OSC a-t-elle des liens réguliers et participatifs avec sa cirsconscription? Les habitants de la circonscription sont-ils informés et soutiennent-ils l'OSC et ses activités?	oui : région des savanes oui oui : installée dans la localité oui	Rapports d'activités
1.3.2 Liens locaux et	L'OSC appartient-elle à d'autres OSC et/ou réseaux d'OSC	oui :	

internationaux de l'OSC	dans son secteur d'activités? L'OSC entretient-il des liens forts dans la communauté OSC et avec d'autres institutions sociales?	 oui	membre des réseaux : FODES/FONGTO/AIDR
1.3.3 Autres partenariats, réseaux et relations extérieures	L'OSC a-t-elle des partenariats avec l'Etat/ les agences de l'ONU/ le secteur privé/ les fondations/ ou autres? Ces partenariats sont-ils une source de financement?	oui : oui :	Accord programme avec l'Etat, accords de missions avec PNUD/UNCEF/FAO Echange d'information et renforcement de capacités, appuis financiers

Outil d'évaluation des capacités des OSC; Raison sociale de L'OSC: RAFIA

PART II. EVALUATION DES CAPACITES EN GESTION DE PROJET DE L'OSC

2.1 Capacités techniques	***capacité à exécuter un projet***		
INDICATEUR	**DOMAINES D'EVALUATION**	**Oui/Non, Observations**	**DOCUMENTS/OUTILS APPLICABLES**
2.1.1 Spécialisation	L'OSC a-t-elle les compétences techniques requises? L'OSC collecte-t-elle les informations de référence sur sa circonscription? L'OSC a-t-elle les connaissances nécessaires? L'OSC s'informe-t-elle des dernières techniques/ compétences/policitiques/tendances dans son domaine d'expertise? L'OSC a-t-elle des capacités et compétences complétant celles du PNUD?	oui : 2 agronomes,1 économiste,1sociologue,2 formateurs, 2 gestionnaires oui oui : étude de référence oui : internet/documentation ; atelier/formation oui	Rapport d'étude
2.1.2 Mise en œuvre	L'OSC a-t-elle accès aux informations/ressources et expériences pertinentes? L'OSC dispose-t-elle de contacts et de réseaux utiles? L'OSC sait-elle comment collecter des données de référence, et développer des indicateurs? Utilise-t-elle des approches efficaces pour atteindre ses cibles (i.e méthodes participatives)	oui oui oui oui	Connexion internet
2.1.3 Ressources humaines	Le personnel de l'OSC a-t-il l'expertise et l'expérience adéquates? L'OSC utilise-t-elle les compétences locales (ressources financières/humaines/autres)? L'OSC est-elle fortement présente sur le terrain? Quelle est la capacité de l'OSC à coordonner entre les activités de terrain et de bureau?	oui oui oui oui : excellente et reconnue par les partenaires en développement	Documents
2.2 Compétences managériales	***Capacité à assurer la planification, le suivi et la coordination des activités***		
INDICATEUR	**DOMAINES D'EVALUATION**		**DOCUMENTS/OUTILS APPLICABLES**
2.2.1 Planification, Suivi et Evaluation	L'OSC produit-elle des propositions claires et consistantes et des cadres d'intervention? Le développement d'un programme inclue-t-il Does the development of a programme include a regular review of the programme? L'OSC tient-elle des réunions annuelles de revue de programme ou de	oui oui oui : point hebdomadaire, mensuel, bilan,	Documents de projets et Programmes Rapports détape, Rapport mensuels

	projet? La planification stratégique se traduit-elle en des activités sur le terrain? Des objectifs mesurables figurent-il dans le plan d'actions?	 oui oui	Rapports annuels
2.2.2 Enregistrement et communication des résultats	L'OSC transmet-elle des rapports sur ses travaux aux bailleurs de fonds, à sa cirsconscription, aux OSC oeuvrant dans le même domaine, au conseil municipal, aux départements ministériels concernés, etc? L'OSC fait-elle le suivi du progrès réalisé selon les indicateurs et évalue-t-elle les réalisations de son programmes/projet? L'OSC prend-elle en compte l'opinion des bénéficiaires dans la conception et la révision de ses programmes?	oui : mais pas de conseil municipal ; pas OSC du domaine oui oui : diagnostic participatif des besoins, recours aux plans d'action villageois de développement	Rapports détape, Rapport mensuels Rapports annuels Documents de projets
2.3 Capacités administratives	***Capacité à fournir l'appui et les infrastructures logistiques***		
INDICATEUR	**DOMAINES D'EVALUATION**		**DOCUMENTS/OUTILS APPLICABLES**
2.3.1 Installations et Equipement	L'OSC dispose-t-elle d'infrastructures logistiques et d'équipements? L'OSC peut-elle gérer et assurer l'entretien d'équipements?	oui : à renforcer car ils sont vétustes oui	Amortissement des infrastructures Activités de restauration des bâtiments Opérations d'entretien des véhicules et autres engins roulants (motos)
2.3.2 Passation de marchés	L'OSC a-t-elle les capacités de fournir des biens, services et travaille-t-elle de façon transparente et compétitive?	 oui	Rapports d'activités
2.4 Capacités financières	***Capacité à assurer une gestion appropriée des fonds***		
INDICATEUR	**DOMAINES D'EVALUATION**		**DOCUMENTS/OUTILS APPLICABLES**
2.4.1 Gestion financière et ressources de financement	Y a-t-il un cycle budgétaire régulier? L'OSC élabore-t-elle des budgets de programmes ou de projets? Quel est le montant maximum que l'OSC a eu à gérer ? L'OSC assure-t-elle la sécurité physique des avances, caisses et des comptes? L'OSC décaisse-t-elle des fonds de façon opportune et efficace? L'OSC dispose-t-elle de procédures sur l'autorité, la responsabilité, le suivi et le devoir de rendre compte de la gestion des fonds? L'OSC a-t-elle une tradition de stabilité financière et de fiabilité?	oui oui 218.000$ oui oui oui non : absence de stratégie d'autofinancement	
2.4.2 Système comptable	L'OSC tient-elle des comptes bons, exacts et instructifs? L'OSC a-t-elle les capacités de garantir l'enregistrement et la publication adéquates des informations financières?	oui oui	Rapports d'audits financiers

Ont participé à l'évaluation (13/4/2010): YATOMBO PADANLENGA (Coordonnateur), DAMDOUGLE TOTEPIEBE (Chargé de Programme), DZOGBEDO Agbenyo (Consultant)

AGBO-ZEGUE ONG TOGO

Outil d'évaluation des capacités des OSC; Raison sociale de L'OSC: AGBO-ZEGUE ONG TOGO			
PART I. EVALUATION DE L'ENGAGEMENT DE L'OSC AUX PRINCIPES DE DEVELOPPEMENT HUMAIN PARTICIPATIF ET DE GOUVERNANCE DEMOCRATIQUE DU PNUD			
1.1 Statut juridique et historique	*Niveau d'articulation juridique et d'indications biographiques*		
INDICATEUR	**DOMAINES D'EVALUATION**	**Oui/Non ou observations**	**DOCUMENTS/OUTILS APPLICABLES**
1.1.1 Statut juridique	L'OSC est-elle légalement constituée? L'OSC respecte-t-elle toutes les conditions légales de son identité juridique et de son enregistrement?	Oui, L'ONG AGBO-ZEGUE est légalement constituée. Elle respecte toutes les conditions légales de son identité juridique et de son enregistrement	Récépissé d'enregistrement: Le N°0791/MISD-SG-DAPSC-DSC du 1er Août 2003.
1.1.2 Historique	Date de création et durée d'existence; Raisons et contexte de la création de l'OSC L'OSC a-t-elle évolué en termes de portée et d'opérationalité?	Date de création : 18 juillet 2001, bientôt 9ans d'expériences. La raison et le contexte de création est la nécessité d'apporter un appui à l'Etat et aux communautés locales dans la conservation de le biodiversité. Les compétences de l'ONG AGBO-ZEGUE sont connues de toute l'administration forestière et ses actions sont largement reconnues dans le Sud comme dans le Nord du pays en faveur de la conservation de la biodiversité et surtout dans le domaine de la gestion des aires protégées.	Statuts de l'ONG, procès verbal de création et des AG de l'ONG. Rapports d'études et d'activités de l'ONG.
1.2 Mission, politiques et gouvernance	*Compatibilité entre les objectifs de l'OSC et ceux du PNUD, et structure de gouvernance saine*		
INDICATEUR	**DOMAINES D'EVALUATION**		**DOCUMENTS/OUTILS APPLICABLES**
1.2.1 Mission et politiques de l'OSC	L'OSC partage-t-elle les principes de développement humain du PNUD? L'OSC partage-t-elle des sevrices similaires à ceux du PNUD? Est-elle claire sur son rôle?	Oui, l'ONG AGBO-ZEGUE partage les principes de développement humain du PNUD et les services similaires à ceux du PNUD.	Statuts, rapports d'activités sur le projet de conservation de la biodiversité du parc national de l'Oti-Kéran, Politique environnementale de l'ONG en cours d'élaboration
1.2.2 Gouvernance	Qui compose l'instance dirigeante et quelle est la responsabilité de celle-ci? Comment l'instance dirigeante indépendante exerce-t-elle une surveillance appropriée? L'OSC a-t-elle une structure organisationnelle claire et communiquée?	L'instance dirigeante de l'ONG est composée d'un CA (conseil d'administration) composé de 7 membres avec un bureau de quatre membres et dirigé par un président élu en AG (Assemblée générale). Le CA est indépendant et exerce une surveillance appropriée sur les activités de l'ONG. La structure organisationnelle de l'ONG est le bureau exécutif nommé par le CA. Le BE est dirigé par le Directeur Exécutif. Le BE est l'organe opérationnel de l'ONG.	Statuts de l'ONG. Liste des membres du CA et du BE
1.3 Circonscription et appui externe	*Capacité à construire des relations de collaboration et une bonne réputation avec d'autres secteurs*		
INDICATEUR	**DOMAINES D'EVALUATION**		**DOCUMENTS/OUTILS**

			APPLICABLES
1.3.1 Circonscription	L'OSC a-t-elle une circonscription claire? Le membership de l'organisation est-il établi? Y a-t-il une vision de développement communautaire de long terme? L'OSC a-t-elle des liens réguliers et participatifs avec sa circonscription? Les habitants de la circonscription sont-ils informés et soutiennent-ils l'OSC et ses activités?	L'ONG n'a pas une circonscription claire. Elle travaille sur l'ensemble du pays bien que le siège est à Lomé. Dans toutes les zones d'intervention de l'ONG, la vision de développement communautaire est toujours son principe. Toutes les activités de l'ONG sont toujours participatives et considèrent les populations locales comme des partenaires et non des acteurs à qui on vient en appui. Les activités de l'ONG sont connues dans toutes ces zones d'intervention (dans le nord au tour des villages riverains de parc national de l'Oti-Kéran et au niveau des OSC, et dans le Sud au tour du parc national de Togodo-Sud, dans la zone cotière, etc.).	Rapports d'activités sur les projets de conservations des espèces menacées dans la zone littorale du Togo (tortues marines, cétacés, lamantin d'Afrique de l'Ouest, hippopotames, etc.), rapports sur les projets portant sur la conservation de la biodiversité du parc Oti-Kéran, rapports sur les éléphants, etc.
1.3.2 Liens locaux et internationaux de l'OSC	L'OSC appartient-elle à d'autres OSC et/ou réseaux d'OSC dans son secteur d'activités? L'OSC entretient-il des liens forts dans la communauté OSC et avec d'autres institutions sociales?	L'ONG AGBO-ZEGUE n'appartient pas spécifiquement à d'autres OSC, mais entretient des liens forts avec les autres OSC dans son secteur d'activités, et avec des institutions sociales et surtout en matière de conservation de la biodiversité	Liens avec les ONG locales comme l'ONG RAFIA, Amis de la Terre Togo, RIAT Togo, ONG CDD, Les Compagnons Ruraux, etc. Au niveau sous-régionale: Nature Tropicale ONG Bénin, AVPN (Bénin), ID (Ghana), NRCR (Ghana).
1.3.3 Autres partenariats, réseaux et relations extérieures	L'OSC a-t-elle des partenariats avec l'Etat/ les agences de l'ONU/ le secteur privé/ les fondations/ ou autres? Ces partenariats sont-ils une source de financement?	L'ONG AGBO-ZEGUE travaille en partenariat avec l'Etat à travers l'administration forestière, et aussi avec les organisations internationales comme: le Comité Néerlandais pour l'IUCN, le Comité Français pour l'IUCN, la CMS (Convention de Bonn), Weltland International, etc. Ces partenariats sont les sources de financement de l'ONG.	Financement des projets portant sur le parc de l'Oti-Kéran et des négociations sur le financement de projet portant sur le parc du Togodo-Sud, financement des projets portant sur la sauvegarde des espèces menacées de la zone littorale.

Outil d'évaluation des capacités des OSC; Raison sociale de L'OSC: AGBO-ZEGUE ONG TOGO

PART II. EVALUATION DES CAPACITES EN GESTION DE PROJET DE L'OSC

2.1 Capacités techniques	***capacité à exécuter un projet***

INDICATEUR	**DOMAINES D'EVALUATION**	**Oui/Non, Observations**	**DOCUMENTS/OUTILS APPLICABLES**
2.1.1 Spécialisation	L'OSC a-t-elle les compétences techniques requises? L'OSC collecte-t-elle les informations de référence sur sa circonscription? L'OSC a-t-elle les connaissances nécessaires? L'OSC s'informe-t-elle des dernières techniques/ compétences/politiques/tendances dans son domaine d'expertise? L'OSC a-t-elle des capacités et compétences	Oui, l'ONG AGBO-ZEGUE a des compétences techniques sur la gestion des aires protégées, la conservation des ressources naturelles notamment: la biodiversité et les espèces menacées, le développement humain à la base. Elle dispose des connaissances nécessaires et des informations sur les différentes zones d'intervention. Elle s'informe sur les dernières techniques, politiques et tendance de son domaine où elle participe souvent à l'élaboration. Elle dispose des capacités et des compétences complétant celles du PNUD.	Rapports d'études et rapports d'activités.

	complétant celles du PNUD?		
2.1.2 Mise en œuvre	L'OSC a-t-elle accès aux informations/ressources et expériences pertinentes? L'OSC dispose-t-elle de contacts et de réseaux utiles? L'OSC sait-elle comment collecter des données de référence, et développer des indicateurs? Utilise-t-elle des approches efficaces pour atteindre ses cibles (i.e méthodes participatives)	L'ONG AGBO-ZEGUE a accès aux informations, aux sources et aux expériences pertinentes à travers des contacts et des réseaux utiles. Elle sait comment collecter les données de références, les traiter ou analyser et développer des indicateurs. En matière de conservation de conservation de la biodiversité et du développement social, les approches participatives ont été souvent utilisées.	Rapports d'études et rapports d'activités
2.1.3 Ressources humaines	Le personnel de l'OSC a-t-il l'expertise et l'expérience adéquates? L'OSC utilise-t-elle les compétences locales (ressources financières/humaines/autres)? L'OSC est-elle fortement présente sur le terrain? Quelle est la capacité de l'OSC à coordonner entre les activités de terrain et de bureau?	Le personnel de l'ONG AGBO-ZEGUE a de la compétence et de l'expertise dans son domaine. Ce sont essentiellement des diplômés d'études supérieures (doctorat et masters). Elle ne dispose pas de ressources financières propres. Elle répond à des appels à candidature et négocie des financements pour ses activités. Elle est fortement présente sur le terrain, où elle utilise souvent les acteurs locaux. Elle de la capacité à coordonner les activités de terrain et celles du bureau.	Gestion des différents projets, rapports d'activités et d'études.
2.2 Compétences managériales	***Capacité à assurer la planification, le suivi et la coordination des activités***		
INDICATEUR	**DOMAINES D'EVALUATION**		**DOCUMENTS/OUTILS APPLICABLES**
2.2.1 Planification, Suivi et Evaluation	L'OSC produit-elle des propositions claires et consistantes et des cadres d'intervention? Le développement d'un programme inclue-t-il Does the development of a programme include a regular review of the programme? L'OSC tient-elle des réunions annuelles de revue de programme ou de projet? La planification stratégique se traduit-elle en des activités sur le terrain? Des objectifs mesurables figurent-il dans le plan d'actions?	L'ONG élabore régulièrement des propositions de projets ou de programmes de conservation de la biodiversité. Elle organise des réunions pour statuer sur ces programmes et activités, et planifie des stratégies qui se traduisent sur le terrain. Ces projets et programmes s'appuient sur des objectifs mesurables sur le terrain.	Propositions de projets et programmes de l'ONG.
2.2.2 Enregistrement et communication des résultats	L'OSC transmet-elle des rapports sur ses travaux aux bailleurs de fonds, à sa circonscription, aux OSC oeuvrant dans le même domaine, au conseil municipal, aux départements ministériels concernés, etc? L'OSC fait-elle le suivi du progrès réalisé selon les indicateurs et évalue-t-elle les réalisations de son programmes/projet? L'OSC prend-elle en compte l'opinion des bénéficiaires dans la conception et la révision de ses programmes?	Tous les rapports de l'ONG sont non seulement transmis aux bailleurs mais également à l'administration forestière et aux autres OSC qui en font usage. Elle réalise une auto-évaluation selon les indicateurs qu'elle a élaborée, mais se fait également évaluer par les bailleurs, ou les autres OSC ou encore l'administration forestière.	Rapports d'activités
2.3 Capacités administratives	***Capacité à fournir l'appui et les insfrastructures logistiques***		

INDICATEUR	DOMAINES D'EVALUATION		DOCUMENTS/OUTILS APPLICABLES
2.3.1 Installations et Equipement	L'OSC dispose-t-elle d'infrastructures logistiques et d'équipements? L'OSC peut-elle gérer et assurer l'entretien d'équipements?	L'ONG AGBO-ZEGUE dispose un local servant de siège social à Lomé quartier Adamavo (en face de l'ancien marché). Il y a un personnel permanent qui assure la gestion de la logistique et de l'équipement : ordinateur, imprimantes, copieur, et autres matériel de bureau, de la documentation, une voiture, etc. L'ONG peut gérer et assurer l'entretien de l'équipement.	Visite du siège et de l'équipement de l'ONG
2.3.2 Passation de marchés	L'OSC a-t-elle les capacités de fournir des biens, services et travaille-t-elle de façon transparente et compétitive?	L'ONG AGBO-ZEGUE a les capacités de fournir des biens, services et travaille de façon transparente et compétitive. La gestion des différents projets et matériel a servi beaucoup d'expériences.	Rapports d'activités des projets gérés.
2.4 Capacités financières	***Capacité à assurer une gestion appropriées des fonds***		
INDICATEUR	**DOMAINES D'EVALUATION**		**DOCUMENTS/OUTILS APPLICABLES**
2.4.1 Gestion financière et ressources de financement	Y a-t-il un cycle budgétaire régulier? L'OSC élabore-t-elle des budgets de programmes ou de projets? Quel est le montant maximum que l'OSC a eu à gérer ? L'OSC assure-t-elle la sécurité physique des avances, caisses et des comptes? L'OSC décaisse-t-elle des fonds de façon opportune et efficace? L'OSC dispose-t-elle de procédures sur l'autorité, la responsabilité, le suivi et le devoir de rendre compte de la gestion des fonds? L'OSC a-t-elle une tradition de stabilité financière et de fiabilité?	L'ONG n'a pas un cycle budgétaire. Les budgets des programmes ou projets sont ceux des propositions qui ont été retenues par les bailleurs. Le maximum de budget géré à ce jour est de 105 000 € du comité Néerlandais pour l'IUCN sur la conservation de la biodiversité du parc national de l'Oti-Kéran. Elle assure la sécurité physique des avances, des caisses et des comptes. Elle dispose de procédure sur l'autorité, la responsabilité, le suivi, et le devoir de rendre compte de la gestion des fonds. Elle a une stabilité financière et de fiabilité.	Rapports financiers
2.4.2 Système comptable	L'OSC tient-elle des comptes bons, exacts et instructifs? L'OSC a-t-elle les capacités de garantir l'enregistrement et la publication adéquates des informations financières?	L'ONG tient les comptes bons et instructifs. Elle a les capacités de garantir l'enregistrement et la publication adéquats des informations financières.	Rapports financiers

Outil d'évaluation des capacités des OSC; Raison sociale de L'OSC: UAVGAP OTI MANDORI			
PART I. EVALUATION DE L'ENGAGEMENT DE L'OSC AUX PRINCIPES DE DEVELOPPEMENT HUMAIN PARTICIPATIF ET DE GOUVERNANCE DEMOCRATIQUE DU PNUD			
1.1 Statut juridique et historique	*Niveau d'articulation juridique et d'indications biographiques*		
INDICATEUR	**DOMAINES D'EVALUATION**	**Oui/Non ou observations**	**DOCUMENTS/OUTILS APPLICABLES**
1.1.1 Statut juridique	L'OSC est-elle légalement constituée? L'OSC respecte-t-elle toutes les conditions légale de son identité juridique et de son enregistrement?	Oui Non	Document de validation des travaux de délimitation, statuts
1.1.2 Historique	Date de création et durée d'existence; Raisons et contexte de la création de l'OSC L'OSC a-t-elle évolué en termes de portée et d'opérationnalité?	Le 28/07/04, durée de vie quatre (4) ans Participation à la gestion	
1.2 Mission, politiques et gouvernance	*Compatibilité entre les objectifs de l'OSC et ceux du PNUD, et structure de gouvernance saine*		
INDICATEUR	**DOMAINES D'EVALUATION**		**DOCUMENTS/OUTILS APPLICABLES**
1.2.1 Mission et politiques de l'OSC	L'OSC partage-t-elle les principes de développement humain du PNUD? L'OSC partage-t-elle des services similaires à ceux du PNUD? Est-elle claire sur son rôle?	 Non Non Non	
1.2.2 Gouvernance	Qui compose l'instance dirigeante et quelle est la responsabilité de celle-ci? Comment l'instance dirigeante indépendante exerce-t-elle une surveillance appropriée? L'OSC a-t-elle une structure organisationnelle claire et communiquée?	Les membres Veiller au respect des textes, la tenue des AG et des réunions	Cahier de caisse de Banque et de stock
1.3 Circonscription et appui externe	*Capacité à construire des relations de collaboration et une bonne réputation avec d'autres secteurs*		
		INDICATEUR	**DOMAINES D'EVALUATION**
1.3.1 Circonscription	L'OSC a-t-elle une circonscription claire? Le membership de l'organisation est-il établi? Y a-t-il une vision de développement communautaire de long terme? L'OSC a-t-elle des liens réguliers et participatifs avec sa circonscription? Les habitants de la circonscription sont-ils	Oui Oui Oui Oui	

	informés et soutiennent-ils l'OSC et ses activités?	Non	
1.3.2 Liens locaux et internationaux de l'OSC	L'OSC appartient-elle à d'autres OSC et/ou réseaux d'OSC dans son secteur d'activités? L'OSC entretient-il des liens forts dans la communauté OSC et avec d'autres institutions sociales?	Non Oui	
1.3.3 Autres partenariats, réseaux et relations extérieures	L'OSC a-t-elle des partenariats avec l'Etat/ les agences de l'ONU/ le secteur privé/ les fondations/ ou autres? Ces partenariats sont-ils une source de financement?	Oui Oui	

Outil d'évaluation des capacités des OSC; Raison sociale de L'OSC: UAVGAP OTI MANDORI

PART II. EVALUATION DES CAPACITES EN GESTION DE PROJET DE L'OSC

2.1 Capacités techniques	***capacité à exécuter un projet***		
INDICATEUR	**DOMAINES D'EVALUATION**	**Oui/Non, Observations**	**DOCUMENTS/OUTILS APPLICABLES**
2.1.1 Spécialisation	L'OSC a-t-elle les compétences techniques requises? L'OSC collecte-t-elle les informations de référence sur sa circonscription? L'OSC a-t-elle les connaissances nécessaires? L'OSC s'informe-t-elle des dernières techniques/ compétences/politiques/tendances dans son domaine d'expertise? L'OSC a-t-elle des capacités et compétences complétant celles du PNUD?	Non Oui Non Oui Oui	
2.1.2 Mise en œuvre	L'OSC a-t-elle accès aux informations/ressources et expériences pertinentes? L'OSC dispose-t-elle de contacts et de réseaux utiles? L'OSC sait-elle comment collecter des données de référence, et développer des indicateurs? Utilise-t-elle des approches efficaces pour atteindre ses cibles (i.e méthodes participatives)	 Oui Oui Non Non	
2.1.3 Ressources humaines	Le personnel de l'OSC a-t-il l'expertise et l'expérience adéquates? L'OSC utilise-t-elle les compétences locales (ressources financières/humaines/autres)? L'OSC est-elle fortement présente sur le terrain? Quelle est la capacité de l'OSC à coordonner entre les activités de terrain et de bureau?		

2.2 Compétences managériales	***Capacité à assurer la planification, le suivi et la coordination des activités***		
INDICATEUR	**DOMAINES D'EVALUATION**		**DOCUMENTS/OUTILS APPLICABLES**
2.2.1 Planification, Suivi et Evaluation	L'OSC produit-elle des propositions claires et consistantes et des cadres d'intervention? Le développement d'un programme inclue-t-il une révision régulière du programme? L'OSC tient-elle des réunions annuelles de revue de programme ou de projet? La planification stratégique se traduit-elle en des activités sur le terrain? Des objectifs mesurables figurent-il dans le plan d'actions?	Oui, lors des réunions et séminaires Oui Non Non Oui	
2.2.2 Enregistrement et communication des résultats	L'OSC transmet-elle des rapports sur ses travaux aux bailleurs de fonds, à sa circonscription, aux OSC œuvrant dans le même domaine, au conseil municipal, aux départements ministériels concernés, etc? L'OSC fait-elle le suivi du progrès réalisé selon les indicateurs et évalue-t-elle les réalisations de son programmes/projet? L'OSC prend-elle en compte l'opinion des bénéficiaires dans la conception et la révision de ses programmes?	Oui Non Oui	
2.3 Capacités administratives	***Capacité à fournir l'appui et les insfrastructures logistiques***		
INDICATEUR	**DOMAINES D'EVALUATION**		**DOCUMENTS/OUTILS APPLICABLES**
2.3.1 Installations et Equipement	L'OSC dispose-t-elle d'infrastructures logistiques et d'équipements? L'OSC peut-elle gérer et assurer l'entretien d'équipements?	Non Oui	
2.3.2 Passation de marchés	L'OSC a-t-elle les capacités de fournir des biens, services et travaille-t-elle de façon transparente et compétitive?	Non	
2.4 Capacités financières	***Capacité à assurer une gestion appropriées des fonds***		
INDICATEUR	**DOMAINES D'EVALUATION**		**DOCUMENTS/OUTILS APPLICABLES**
2.4.1 Gestion financière et ressources de financement	Y a-t-il un cycle budgétaire régulier? L'OSC élabore-t-elle des budgets de programmes ou de projets? Quel est le montant maximum que l'OSC a eu à gérer ? L'OSC assure-t-elle la sécurité physique des avances, caisses et des comptes? L'OSC décaisse-t-elle des fonds de façon opportune et efficace? L'OSC dispose-t-elle de procédures sur l'autorité, la responsabilité, le suivi et le devoir de rendre compte de la gestion des fonds? L'OSC a-t-elle une tradition de stabilité financière et de fiabilité?	Non Non Néant Non Non Oui Non	
2.4.2 Système	L'OSC tient-elle des comptes bons, exacts et instructifs?	Non	

comptable	L'OSC a-t-elle les capacités de garantir l'enregistrement et la publication adéquates des informations financières?	Non	

INADES FORMATION

Institut Africain pour le Développement Economique et Social – Centre de Formation

Outil d'évaluation des capacités des OSC; Raison sociale de L'OSC: ONG INADES			
PART I. EVALUATION DE L'ENGAGEMENT DE L'OSC AUX PRINCIPES DE DEVELOPPEMENT HUMAIN PARTICIPATIF ET DE GOUVERNANCE DEMOCRATIQUE DU PNUD			
1.1 Statut juridique et historique	*Niveau d'articulation juridique et d'indications biographiques*		
INDICATEUR	**DOMAINES D'EVALUATION**	**Oui/Non ou observations**	**DOCUMENTS/OUTILS APPLICABLES**
1.1.1 Statut juridique	L'OSC est-elle légalement constituée? L'OSC respecte-t-elle toutes les conditions légales de son identité juridique et de son enregistrement?	Oui : Oui : (Voir les dispositions prévues dans les Statuts et le Règlement Intérieur)	Récépissé de déclaration d'Association N° 0284/MISD-SG-DAPSC-DSC du 26 février 2004 Statuts et le Règlement Intérieur Site web : www.inadesfo.org
1.1.2 Historique	Date de création et durée d'existence; Raisons et contexte de la création de l'OSC L'OSC a-t-elle évolué en termes de portée et d'opérationnalité?	Installée au Togo depuis 1972 et légalement constituée en Association en février 2004 (38 ans au Togo) Oui : A sa naissance INADES-Formation a développé les cours par correspondance, les sessions de suivi, les démarches d'identification de besoins … et aujourd'hui c'est l'Accompagnement des Dynamiques Organisationnelles Paysannes (ADOP) que INADES-Formation met en œuvre.	Récépissé de déclaration d'Association N° 0284/MISD-SG-DAPSC-DSC du 26 février 2004 Statuts et le Règlement Intérieur Documents : Notre Parcours pédagogique et Notre Parcours institutionnel de 1962 – 2004 sont disponibles Evaluation de la capacité institutionnelle de INADES-Formation Togo commanditée par l'ONG Internationale PLAN et réalisée par SOTED
1.2 Mission, politiques et gouvernance	*Compatibilité entre les objectifs de l'OSC et ceux du PNUD, et structure de gouvernance saine*		
INDICATEUR	**DOMAINES D'EVALUATION**		**DOCUMENTS/OUTILS APPLICABLES**
1.2.1 Mission et politiques de l'OSC	L'OSC partage-t-elle les principes de développement humain du PNUD? L'OSC partage-t-elle des services similaires à ceux du PNUD? Est-elle claire sur son rôle?	Oui : mission de travailler à la promotion sociale et économique des populations rurales et contribuer par le biais de la formation à un changement social positif et durable	Document d'Orientation Stratégique 2010-2015 (disponible)
1.2.2 Gouvernance	Qui compose l'instance dirigeante et quelle est la responsabilité de celle-ci? Comment l'instance dirigeante indépendante exerce-t-elle une surveillance appropriée?	L'Assemblée Générale définit les orientations, elle est chapeautée par le Conseil d'Administration composé de sept membres et dirigé par un Président et une Vice Présidente pour un mandat de trois (03) renouvelable.	Statuts et règlement intérieur de l'Association Nationale INADES-Formation Togo

	L'OSC a-t-elle une structure organisationnelle claire et communiquée?	Le Conseil d'Administration contrôle l'action de la Direction Nationale qui est l'organe exécutif. Organigramme d'INADES-Formation Togo	Document
1.3 Circonscription et appui externe	*Capacité à construire des relations de collaboration et une bonne réputation avec d'autres secteurs*		
INDICATEUR	**DOMAINES D'EVALUATION**		**DOCUMENTS/OUTILS APPLICABLES**
1.3.1 Circonscription	L'OSC a-t-elle une circonscription claire? Le membership de l'organisation est-il établi? Y a-t-il une vision de développement communautaire de long terme? L'OSC a-t-elle des liens réguliers et participatifs avec sa circonscription? Les habitants de la circonscription sont-ils informés et soutiennent-ils l'OSC et ses activités?	Oui : elle œuvre sur toute l'étendue du territoire national avec des zones de concentration Oui : un monde rural prospère et influent. Une association régulièrement constituée et composée de plus trente (30) associés. Oui .	Document d'orientation Stratégique (DOS 2010-2015) disponible De part son identité, c'est-à-dire une Organisation d'appui-accompagnement et de renforcement de capacités, elle est omniprésente sur le terrain donc en contact permanent avec le monde rural.
1.3.2 Liens locaux et internationaux de l'OSC	L'OSC appartient-elle à d'autres OSC et/ou réseaux d'OSC dans son secteur d'activités? L'OSC entretient-il des liens forts dans la communauté OSC et avec d'autres institutions sociales?	Oui : FONGTO, CONGREMA Oui : GF2D/CRIFF,	
1.3.3 Autres partenariats, réseaux et relations extérieures	L'OSC a-t-elle des partenariats avec l'Etat/ les agences de l'ONU/ le secteur privé/ les fondations/ ou autres? Ces partenariats sont-ils une source de financement?	ICAT, UE, FAO, PNUD, Développement et Paix/Canada, Agence Française de Développement, Ambassade de France, Ministère de l'Administration Territoriale, de la Décentralisation et des collectivités Locales, Ministère de l'Agriculture, de l'Elevage et de la Pêche, Ministère du Développement à la Base Oui	Les conventions de partenariat et de financement sont disponibles

Outil d'évaluation des capacités des OSC; Raison sociale de L'OSC: INADES			
PART II. EVALUATION DES CAPACITES EN GESTION DE PROJET DE L'OSC			
2.1 Capacités techniques	***capacité à exécuter un projet***		
INDICATEUR	**DOMAINES D'EVALUATION**	**Oui/Non, Observations**	**DOCUMENTS/OUTILS APPLICABLES**
2.1.1 Spécialisation	L'OSC a-t-elle les compétences techniques requises?	Oui : un personnel qualifié avec des compétences variées : Ingénieurs Agronomes, Sociologues, Economistes, Comptables Gestionnaires, Secrétaire de direction, Environnementaliste…	Une bibliothèque mise à la disposition du personnel et du public. Un important lot d'outil pédagogique (livres

	L'OSC collecte-t-elle les informations de référence sur sa circonscription ? L'OSC a-t-elle les connaissances nécessaires? L'OSC s'informe-t-elle des dernières techniques/ compétences/politiques/tendances dans son domaine d'expertise? L'OSC a-t-elle des capacités et compétences complétant celles du PNUD?	Oui : Elle est une référence dans le pays et au Bénin puis dans les autres pays où sont installés INADES-Formation. Oui : Une base de données informatisées sur les groupes qu'elle accompagnons Oui : elle a les connaissances qu'il faut et elle a une culture d'autoformation, de formation permanente et d'anticipation Oui :	achetés et des livrets élaborer par elle-même), Dossiers du personnel Participation aux ateliers, conférences, séminaires (Ex : Mme KATANGA ? Chargée de la Citoyenneté et de la Gouvernance Locale est en formation depuis du 19 avril au 21 mai 2010 sur le thème de la Décentralisation)
2.1.2 Mise en œuvre	L'OSC a-t-elle accès aux informations/ressources et expériences pertinentes? L'OSC dispose-t-elle de contacts et de réseaux utiles ? L'OSC sait-elle comment collecter des données de référence, et développer des indicateurs? Utilise-t-elle des approches efficaces pour atteindre ses cibles (i.e méthodes participatives)	Oui Oui : Oui : c'est l'un de son domaine de compétence Oui : ADOP : Accompagnement des Dynamiques Organisationnelles Paysannes Oui : (une équipe permanente de plus de dix membres et plus de dix travailleurs contractuels/consultants	
2.1.3 Ressources humaines	Le personnel de l'OSC a-t-il l'expertise et l'expérience adéquates? L'OSC utilise-t-elle les compétences locales (ressources financières/humaines/autres)? L'OSC est-elle fortement présente sur le terrain ? Quelle est la capacité de l'OSC à coordonner entre les activités de terrain et	Oui : un personnel qualifié et une association composée de personnes aux compétences riches et multiples Oui : Partenariat avec des acteurs locaux (Partenariat technique avec l'ICAT, DED). Financement des structures nationales (Prestation au Ministère du Développement à la base/PSAEG) Oui : il y a une équipe de bureau (Directeur, Secrétaire de Direction, Comptable…) qui soutient l'action de l'équipe de terrain ajoutée aux moyens modernes de communication et les visites de suivi et d'évaluation.	

	de bureau?		
2.2 Compétences managériales	***Capacité à assurer la planification, le suivi et la coordination des activités***		
INDICATEUR	**DOMAINES D'EVALUATION**		**DOCUMENTS/OUTILS APPLICABLES**
2.2.1 Planification, Suivi et Evaluation	L'OSC produit-elle des propositions claires et consistantes et des cadres d'intervention? Le développement d'un programme inclue-t-il une révision régulière du programme? L'OSC tient-elle des réunions annuelles de revue de programme ou de projet? La planification stratégique se traduit-elle en des activités sur le terrain? Des objectifs mesurables figurent-il dans le plan d'actions?	Oui : Elle a une culture de planification mensuelle (budget et programmation mensuelle), de suivi et d'évaluation. Oui : Cette approche permet de réajuster périodiquement les programmes pour une cohérence des actions. Des réunions pédagogiques périodiques de réflexion sur des thématiques nouvelles, des évaluations à mi-parcours (juin) et annuelles (janvier-février pour critiquer le travail accompli, réajuster les actions et mesurer les résultats/impacts.	Service de Suivi et d'évaluation au sein du Bureau National
2.2.2 Enregistrement et communication des résultats	L'OSC transmet-elle des rapports sur ses travaux aux bailleurs de fonds, à sa circonscription, aux OSC œuvrant dans le même domaine, au conseil municipal, aux départements ministériels concernés, etc ? L'OSC fait-elle le suivi du progrès réalisé selon les indicateurs et évalue-t-elle les réalisations de son programmes/projet? L'OSC prend-elle en compte l'opinion des bénéficiaires dans la conception et la révision de ses programmes?	Rapports annuels publiés tous les ans. Rapports techniques et financiers transmis aux bailleurs (Développement et Paix/Canada, Misereor/KZE, FCIL, FARM, OSIWA, UE, FNAFPP, PNUD…. Evaluation à mi parcours et de fin d'exercice Oui	Rapports annuels, techniques et financiers disponibles
2.3 Capacités administratives	***Capacité à fournir l'appui et les infrastructures logistiques***		
INDICATEUR	**DOMAINES D'EVALUATION**		**DOCUMENTS/OUTILS APPLICABLES**
2.3.1 Installations et Equipement	L'OSC dispose-t-elle d'infrastructures logistiques et d'équipements? L'OSC peut-elle gérer et assurer l'entretien d'équipements?	Oui : Un Bureau national doté de plus d'une dizaine de bureaux. Un parc informatique de plus de trente ordinateurs (PC & portables), d'imprimantes, de deux copieurs, de deux scanners, de vidéo projecteurs, de tableaux de formations, un parc automobile de quatre véhicules et d'une dizaine de motos Oui : Elle a les moyens de ses objectifs	Les documents justificatifs sont disponibles

2.3.2 Passation de marchés	L'OSC a-t-elle les capacités de fournir des biens, services et travaille-t-elle de façon transparente et compétitive?	Oui : un personnel qualifié et une association composée de personnes aux compétences diversifiées et variées	Règles et Procédure de gestion, Dossier du personnel, les Statuts de l'Association et du personnel
2.4 Capacités financières	***Capacité à assurer une gestion appropriée des fonds***		
INDICATEUR	**DOMAINES D'EVALUATION**		**DOCUMENTS/OUTILS APPLICABLES**
2.4.1 Gestion financière et ressources de financement	Y a-t-il un cycle budgétaire régulier?	Oui : Plan de Travail Annuel de douze mois (PTA).	PTA 2010 disponible
	L'OSC élabore-t-elle des budgets de programmes ou de projets?	Oui : elle a une culture de planification si bien qu'elle élabore systématiquement des budgets afférents à ses activités de formations (budgets annuels, de programmes ou de projets).	Règles et procédures de gestion disponibles
	Quel est le montant maximum que l'OSC a eu à gérer ?	Montant maximum gérer en concertation avec l'AVSF-CICDA/UE = 1 107 173 €	
	L'OSC assure-t-elle la sécurité physique des avances, caisses et des comptes?	Oui : Les déplacements de fonds sont couverts par une assurance et sont en plus sécurisés dans de coffres forts.	Conventions de financement et partenariat disponibles
	L'OSC décaisse-t-elle des fonds de façon opportune et efficace?	Oui : contrôle du Commissaire aux comptes en la personne (morale) de EFOGERC BK International et à un audit de gestion triennal du Secrétariat Général d'INADES-Formation basé à Abidjan.	
	L'OSC dispose-t-elle de procédures sur l'autorité, la responsabilité, le suivi et le devoir de rendre compte de la gestion des fonds?	Oui : Tout décaissement de fonds est soumis aux règles et procédures de gestion de INADES-Formation. Le Directeur du Bureau National est l'administrateur des fonds.	Rapports techniques et financiers envoyés aux partenaires disponibles
	L'OSC a-t-elle une tradition de stabilité financière et de fiabilité?	Oui : pour ce qui concerne une tradition de stabilité financière et de fiabilité, elle a une durée de vie d'une quarantaine année sur le territoire national.	
2.4.2 Système comptable	L'OSC tient-elle des comptes bons, exacts et instructifs?	Oui : Les comptes certifiés sont disponibles	Comptes certifiés disponibles. Rapports annuels approuvés par l'Assemblée générale et diffusés auprès de tous ses partenaires. Rapports techniques et financiers envoyés aux partenaires techniques et financiers
	L'OSC a-t-elle les capacités de garantir l'enregistrement et la publication adéquates des informations financières?		

Annex 6. Detailed Threat and Root Cause Analysis for the Proposed PA Complex

Threat • Impact	Cause
Conversion of habitats/ecosystems and land use changes	
Incursion of villages, cleared areas and farms into Protected Areas. **Impacts** • Loss of space and habitat for resident wildlife and migrant animals (elephants & other large mammals) in traditional migration corridors • Disturbance to wildlife & increased levels of hunting • Loss of biodiversity • Competition and conflict between farmers, herders, transhumant herders and wildlife for access to grazing and water • Reduced ecosystem integrity • Accelerated erosion and siltation of wetlands	• Local communities lack respect and appreciation of the biodiversity and other values and role of Protected Areas • Floodplain is most fertile land, attractive to farmers, herders, transhumant herders and wildlife • Lack of alternative options for sustainable livelihoods locally • Lack of capacity in national and local PA system to enforce regulations, raise awareness of values and role of PAs or propose alternatives for local communities • Reserve is not fully gazzetted so boundaries are ignored • Need for more cultivable land due to poor agriculture practices • Lack of land use planning and NRM tools • Demographic growth and poverty • Profit motive (cotton, watermelon and others) • Interests of some local politicians
Fragmentation **Impacts:** • Progressive loss of biodiversity • Disruption to traditional migration routes for elephants and other large mammals • Integrity of PAs and ecosystems threatened	• Clearance and conversion of natural habitats to farms and domestic grazing areas • Transport routes, including one major connection to Benin, cut through PA • Agricultural encroachment around edges of PA – thin, linear shape of PA exacerbates boundary effects • Need of agriculture extension due to poor practices • Bushfires
Bushfires **Impacts:** • Destruction of woody vegetation • Loss of wildlife habitat • Complete loss of pastures for livestock and wildlife for the duration of the dry season.	• Poor knowledge of the issues and negative impacts of fire among riparian residents • Setting of bushfires is a deep-seated cultural practice, often associated with poaching and traditional hunting • Accidental fires (used to clear fields or for charcoal production and then spread into natural vegetation)
Siltation of wetlands **Impacts:** • Modification of wetland biotopes • Loss of biodiversity • Reduced water regimes for fauna/flora and human needs	• Increase of erosion due to poor agricultural practices, overgrazing, desertification and effects of climate change • Barrage in Burkina hampers natural inundations of the river
Over-exploitation of natural resources	
Overgrazing – the intensity of overgrazing, and its impacts vary across the PA complex **Impacts:** • Reduced vegetative cover especially around	• Incursion of villages and farms into PA and consequent over-exploitation of surrounding areas • Laws that should regulate transhumant access not enforced

Threat • **Impact**	Cause
villages • Conflicts between wildlife, farmers/ herders and transhumant herders • Reduced productivity for both livestock and wildlife • Loss of biodiversity • Reduced ecosystem integrity	• Attraction of fertile floodplain resources leads to concentration of humans and wildlife in most productive areas and seasons (annual flood recession) • Lack of alternative water supplies in the dry season concentrates people, livestock, wildlife and their paths around rivers and wetlands
Poaching/ over-exploitation of wildlife **Impacts:** • Loss of biodiversity • Loss of genetic diversity • Loss of species – risk of local extinction and migratory species no longer arriving • Reduced ecosystem integrity • Reduced food chains, specially for birds • Loss of economic potential for commercial sport hunting or fishing and ecotourism • Loss of cultural values associated with wildlife	• Ease of access to local wildlife due to settlements in PA • Low risk of being caught and punished for poaching • Lack of institutional capacity and infrastructure to regulate exploitation and prevent poaching • Ease of access to transport routes and country borders • Profit motive and attractive markets for bush meat • Influx of outsiders with different cultural value • Local fish and shellfish consumption • Lack of sustainable use plans
Unsustainable harvest of trees and wood products **Impacts**: • Loss of tree cover • Loss of biodiversity • Loss of soils and soil productivity • Loss of genetic diversity/ potential • Loss of shade and critical habitat • Diminished ecosystem integrity • Loss of forage for wildlife and livestock • Potential loss of carbon sequestration function and local impacts on weather/ precipitation	• villages within PA need fuelwood and other timber products • profit motive – charcoal and fuelwood trade • wasteful and inefficient use of energy (open fires for cooking, charcoal burning) • no culture of sustainable management – e.g. Re-planting trees for later use • *de facto* open access to resource • poor understanding of value of standing trees for crop shade, good agroforestry practices etc
Unsustainable harvest of Non Timber Forest Products (NTFP) **Impacts**: • Loss of biodiversity • Loss of genetic diversity/ potential	• food, pharmaceutical, pastoral and handicraft production • Market value of several products (honey, wild igname, néré) • No culture and no mechanisms for sustainable harvest • Lack of information on species and habitats - populations, distribution, ecology
Climate change and drought	
Increasing frequency and severity of droughts **Impacts:** • Increased levels of competition and conflict between local farmers/ herders, transhumant herders and wildlife for access to grazing and water • Increased pressure from local communities for access to water and natural resources in PA • Increased wind erosion and wetland siltation	• Global warming and net effect of addition of greenhouse gases and other anthropic activities
Climate change – increasing temperatures and increasing evapotranspiration. Increase in extreme weather events. **Impacts**	• Global warming and net effect of addition of greenhouse gases and other anthropic activities

Threat • **Impact**	**Cause**
• Higher temperatures will exacerbate impacts of more frequent droughts – greater competition and conflict over water and forage etc. • Increase in extreme rainfall events causing flooding, erosion and wetland siltation • Suitable living conditions and range of plants and animals will be further constricted • Loss of biodiversity and modification of biotopes	

Annex 7. Administrative Map of the Project Zone

Figure 1. Togo's Political Map showing the Project Zone

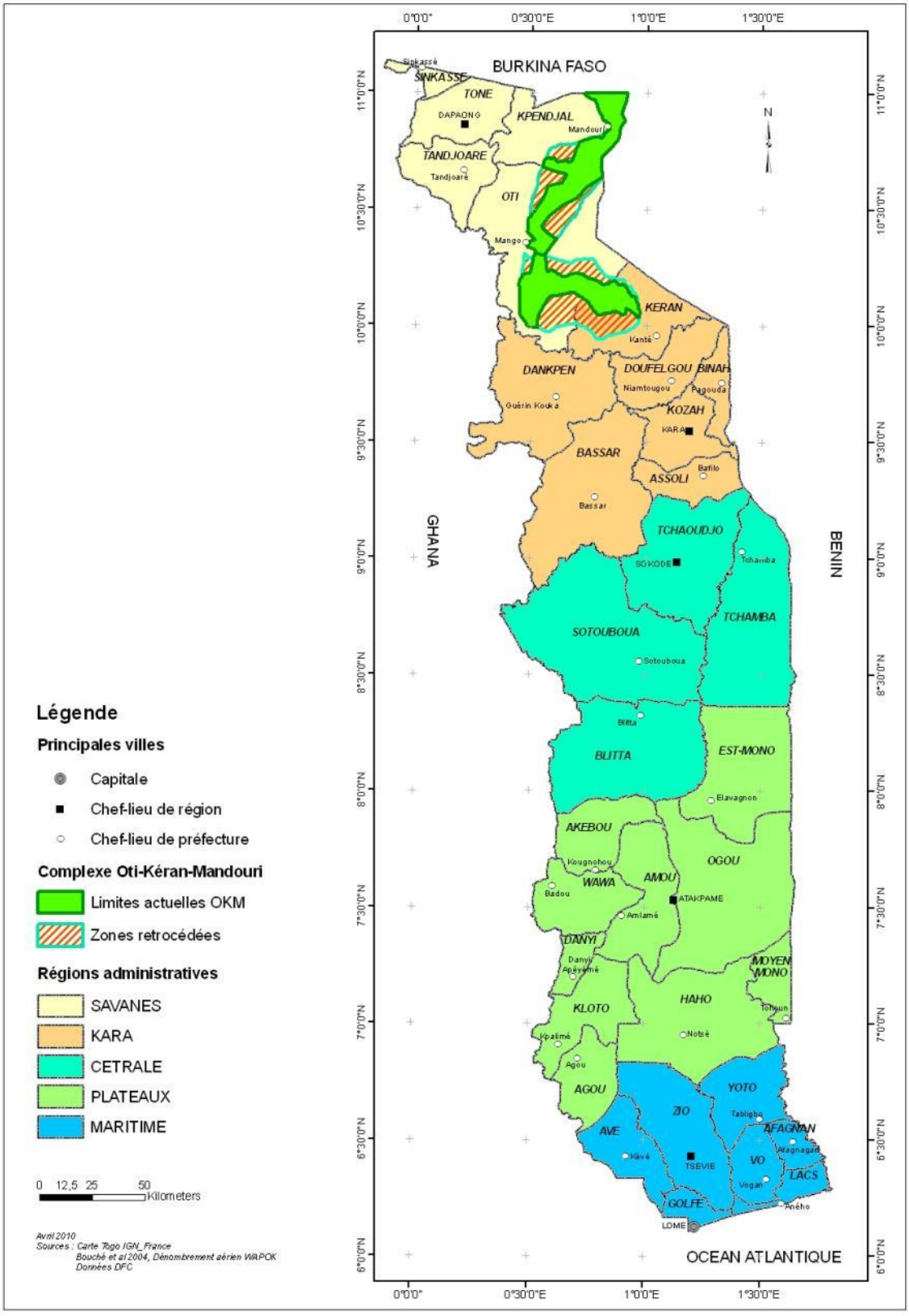
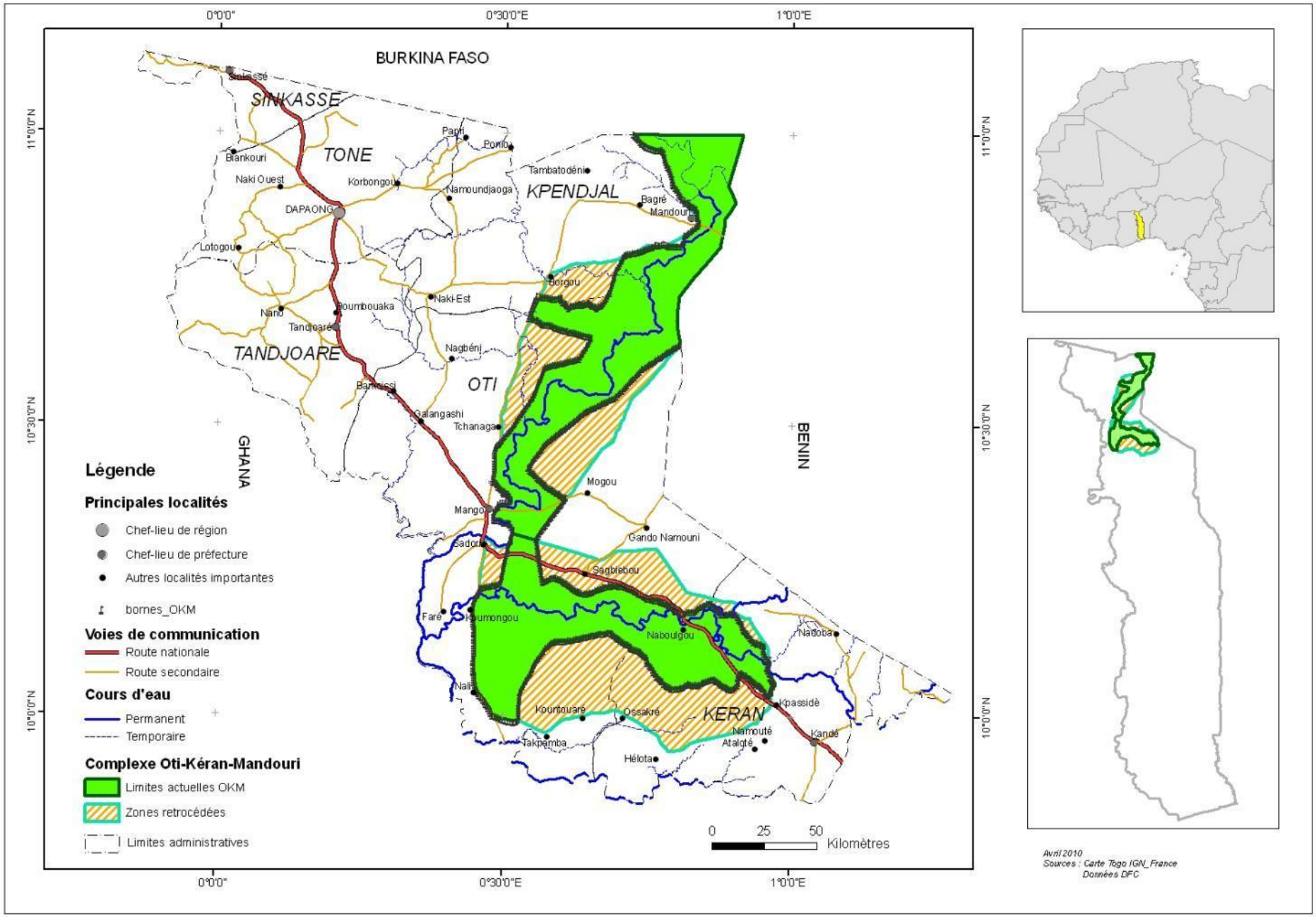


Figure 2. Administrative Map of the Project Zone in Detail



Annex 8. Overview of PPG studies

1	Dr. WALA Kpérkouma (2010): *Atlas réalisé dans le cadre de l'élaboration du document du projet « Renforcer le rôle de conservation du système national togolais des Aires Protégées – réhabilitation du complexe Oti-Kéran-Mandouri*	The study presents an atlas of the existing maps of the project region which have relevance for the project. Maps concern administration, vegetation and fauna cover, transhumant migration, natural resources, human settlements and activities in the PAs,, economic activities, proposed new PA delimitations and zoning, the PA system, regional context and climate information. Additionally actual climate and climate change projection have been added.
2	GUELLY, Kudzo Atsu (2010): *Biodiversité du complexe d'Aires Protégées Oti-Kéran et Oti-Mandouri*	The study analyzed information on the state of biodiversity and ecosystems in the project area, using existing information sources and the results of a field visit. This information was compiled and presented in descriptive form. The national system of protected areas has been described and threats, causes and impacts have been analyzed. The rationalizing process of the OKM has been presented and capacities for PA management have been evaluated. Biophysical indicators have been elaborated and the ecological monitoring and the surveillance system have been evaluated. A set of recommendations has been made, including ecological monitoring, further studies and rehabilitation measures, for inclusion in the Full Project.
3	DZOGBEDO, Agbényo (2010): *Coordination des parties prenantes*	The study focused on collecting and analyzing information on existing policies, legal and regulatory framework for PA and NRM management in Togo. It identified deficiencies in this framework with special focus on co-management arrangements and the slow PA rationalization and decentralization processes in the country. Relevant interventions and projects in the project zone, at national and regional level have been analyzed and cooperation opportunities have been identified. Capacity building needs of DFC and other stakeholders have been identified, using the Capacity and the Financial Sustainability Scorecard. Capacity gaps of local and national stakeholders have been identified, using the UNDPs Civil Society Organization Capacity Assessment Tool. Recommendations for capacity building measures, project monitoring indicators, involvement of national and regional structures and mobilization of funding have been provided for the Full Project.
4	SOMANA Atsou (2010): *Réhabilitation et rationalisation de la gestion du complexe Oti-Kéran-Mandouri. Analyse socio-économique*	The study focused on baseline information on social and economic development context in and around target PAs of the OKM complex, including land tenure and resource access and use issues. The impact of the socio-political crisis on PA occupation has been described. Alternative livelihoods as been identified and described. Local stakeholders have been identified and propositions for their project involvement have been made. Needs of local communities have been analyzed and threats on PAs by human activities have been presented. Local capacities, in particular for PA and NR co-management have been analyzed. Recommendations for local stakeholder involvement and alternative livelihoods have been made.

Annex 9. Atlas of the project region

[Refer to separate file for the Project Maps]

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